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Non-Governmental Organizations and Natural Resource Management in Africa

A Literature Review

T.R. Ramanathan

NON-GOVERNMENTAL ORGANIZATIONS
IN NATURAL RESOURCE MANAGEMENT IN
AFRICA: AN INSTITUTIONAL INNOVATION
NETWORK: VOLUNTARY INITIATIVES
ENHANCING THE PUBLIC SECTOR'S
CAPACITY TO RESPOND TO INCREASED
PRIVATE VOLUNTARY ORGANIZATIONS
DEVELOPMENT: ESSENTIAL ELEMENTS
IN AFRICA: CAN THEY INFLUENCE
NATURAL RESOURCES MANAGEMENT
LITERATURE REVIEW ORGANIZATIONAL
METHODS VOLUNTARY DEVELOPMENT
ORGANIZATION IN KENYA
INCREASING NGO INVOLVEMENT
LOCAL DEVELOPMENT PROJECT
ORGANIZATIONS
PRACTICE PROTECTING THE
AFRICAN NGOS IN EASTERN
IN RESOURCE MANAGEMENT
POPULAR PARTICIPATION
SONS FROM THE BABAN RAPI
TECHNICAL ASSISTANCE
RESOURCES MANAGEMENT
AND SOUTHERN AFRICA
ENVIRONMENT: RECONCILING
STAINABLE LIVELIHOODS IN
SUPPORT OF VOLUNTARY
COMMUNITY INSTITUTIONS
FOR
IN GHANA
RESOURCES: LES
OF TRAINING AND
DEVELOPMENT ASSIST
IN NATURAL
ASSESSMENT OF
NGOS AND
DEVELOPMENTS IN
THE GAMBIA
PEOPLE
ORGANIZATIONS IN
FOR CONSTRUCTIVE
LESSONS FROM
INSTITUTIONAL
DEVELOPMENT
WITH A
PARTNERSHIP
OF GOVERNMENT
AND NGOS:
PLANTING AND
GOVERNMENTAL
AND NGO
APPRAISAL AND
DEVELOPMENT
A CASE

The Forestry Support Program (FSP) is managed jointly by the U.S. Department of Agriculture's Forest Service and Office of International Cooperation and Development (OICD), with funds provided by the U.S. Agency for International Development (USAID) Bureau for Research and Development (R&D) through its Office of Environment and Natural Resources (ENR).

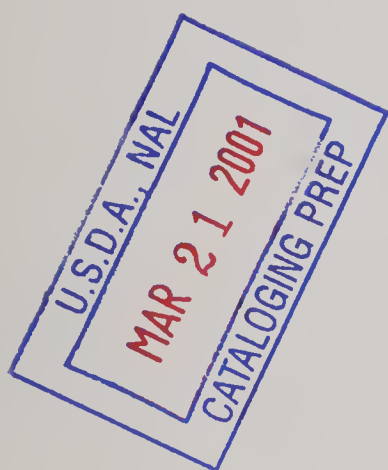
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Author's Preface

The 1980s saw a vigorous involvement of non-governmental organizations (NGOs) in economic, social and environmental facets of development work. This has helped fuel a growing international realization that partnerships and closer cooperation among and between NGOs, governments, international agencies, and other development actors are crucial for promoting environmentally sound and sustainable development. Furthermore, recent international events such as the Tenth World Forestry Congress and the United Nations Conference on Environment and Development (UNCED) have laid a common ground for discussing developmental challenges. These events have also called attention to strengthening the effectiveness of NGO efforts in sustainable development.

The Africa Bureau of the United States Agency for International Development (USAID), as part of an analysis on its effectiveness in strengthening NGOs engaged in natural resource management activities in Africa, commissioned this literature review. As a landmark effort, this report presents abstracts of 150 key publications drawn from recent literature on the chosen subject area. The objective is to provide an overview of NGO activities in the field of natural resource management in Africa, and highlight those issues that are of critical importance to enhancing the institutional capacities of these organizations. Apart from the literature abstracts, the report includes 135 bibliographic references that are relevant to the selected theme. Although the report is not necessarily a complete representation of NGO literature on natural resource management in Africa, it is hoped that the readers will help appreciate its value by providing comments and suggestions for revising this volume.

It is my earnest duty to thank William Helin, Voluntary Assistance Coordinator of the USDA Forest Service's Forestry Support Program (FSP), for his valuable support and guidance in developing this report. Special thanks are due to Timothy Resch, Tropical Forestry and Biological Diversity Advisor to the Africa Bureau of USAID, for his extensive comments and suggestions concerning the structure and layout. Carl Bessman of the Forestry Support Program offered comments which were critical to improving the presentation of this report. I must also thank all staff members of the Office of International Forestry of the USDA Forest Service for the warmth and encouragement they accorded me. Finally, I owe my sincere gratitude to those numerous individuals and organizations who contributed a wealth of information to this undertaking.

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NEW YORK, N.Y. (AP) — The New York City Police Department on Monday said it had arrested a man suspected of being the "Black Panther" who shot and killed a police officer in the Bronx last month.

DEVELOPMENT:
ANALYTICAL SOURCE
BOOK WITH CASES
A GROWING ROLE FOR
NGOS IN DEVELOP
MENT

BACKGROUND

Introduction

In recent years, non-governmental organizations (NGOs) have emerged as significant elements in fostering environmentally sound development at local levels. This growing development trend has caused an upsurge in interest within the United States Agency for International Development (USAID) in determining whether USAID should channel assistance to NGOs and, if so, in which development areas and by which contracting mode. Such an assessment calls for a critical evaluation of the successes and failures of USAID's experience with NGOs to date, the role that NGOs have played with funding from other donors, and the role of NGOs in development currently being espoused in the literature. In developing this theme, the Africa Bureau of USAID prompted this literature review on NGOs in Africa's natural resource management, as part of its analytical agenda to assess its experience in working with NGOs.

Approximately thirty-three percent of the environmental contracts awarded by the Africa Bureau¹ are managed by NGOs. Experience in dealing with NGOs reveals that, often times, appropriate technologies and approaches that resulted from NGO innovations at the grassroots level were not communicated to the larger development community; hence, opportunities for adoption and impact on a wider scale were lost. In order to address this situation, under the Policy, Analysis, Research and Technical Support (PARTS) project, the Bureau seeks to analyze its effectiveness in strengthening NGOs that are engaged in natural resource management activities in Africa, and to develop strategic objectives for furthering the goals of USAID and the NGO community in dealing with Africa's environmental and development crises. The Forestry Support Program (FSP) of the USDA Forest Service has been requested to carry out this analysis.

This literature review is the first step of a one-year, four-part analytic activity. The review will form an initial background analysis and be integral to completing other parts of the activity. The intention is to provide an overall picture of NGO activities in the field of natural resource management in Africa, and to highlight issues of critical importance to strengthening NGO capacities.

NGOs: A History of Change

Non-governmental organizations are not a recent phenomenon in Africa. Their recorded history includes churches and missionary societies that not only existed throughout the colonial era and achieved their strengths and legitimacy through activism in such areas as human rights, but that progressively expanded their scope of activities to include women's groups, environmental protection, agricultural production, and other issues² related to poverty alleviation. Africa's modern NGOs, however, came into existence during the latter days of colonial rule as ethnic welfare associations, through which newly urbanized Africans expressed their demands for essential goods.³ Such pluralistic self-help tradition formed an important basis for much of the international NGO movements⁴ witnessed after the Second World War. Today, there is a gamut of NGOs actively engaged in rendering a variety of assistance to some twelve million people in Africa,⁵ even to those in remote areas often unapproached by the government.

NGOs, by virtue of ancient institutional traditions, had long operated under isolated circumstances typically accompanied by several complications, including domain and an atmosphere of crisis and uncertainty. Unsurprisingly, these factors not only hampered their organizational growth and effectiveness, but also limited their ability to promote long-term development. Since the 1970s, however, with the

interdependencies of environmental and development problems and their global implications being understood, many NGOs have moved on to adopt modern management principles and even to redefine their development roles, an apparent result of which is the growing recognition that NGOs can be instrumental in promoting sustainable activities at the local level in partnership with government.⁶ Despite this shift, the value of intangible services that NGOs offer are often too difficult to determine using marketplace mechanisms,⁷ because those services symbolize the social and political processes of the communities they represent.

NGOs: The Typology

In the past decade, NGOs have evolved into many distinct tiers, specifically with regard to their size, institutional capacities and foci, and have brought with them confusion about their nomenclature. NGOs simply denote an amalgamation of groups and institutions that are solely independent of government, and are shaped primarily by humanitarian or cooperative, rather than commercial, objectives.⁸

Various terms are used to describe NGOs. In the United States, for example, NGOs registered with USAID are known as private voluntary organizations (PVOs). Many African NGOs prefer the term volunteer development organizations (VDOs).⁹ However, for all practical purposes, NGOs can be referred to as private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic services, or undertake community development.¹⁰ In their diversity, NGOs, indigenous and international, are usually viewed in five major, and often overlapping, categories: self-help or community associations, cooperatives, advisory consultants and works contractors, service provider/intermediary NGOs, and policy advisory groups.¹¹ In general, the entire spectrum of these organizations emphasizes and/or assists in the building up of collective strength through the participation of local people.

The Compilation Process

This report attempts to capture the available research findings most pertinent to the chosen topic. More importantly, it sets out to provide an overview of the conflux of NGO successes and failures in natural resource management in Africa, and it portrays a number of issues to be dealt with for enhancing the effectiveness of these organizations. In so doing, it was important to cover success stories from closely related sectors, such as agriculture and rural development, so as to provide cross-sectoral perspectives. This is also appropriate because NGO natural resource management activities are often part of an integrated rural development program.

A substantial amount of time was spent in collecting information from various sources, including the USAID library, the International Economic Relations division of the World Bank, individuals, and PVOs. Although much of the information presented here was obtained by conducting an on-line search at the USAID library, every effort was made to solicit input from individuals and PVOs. The latter helped to tap some of the grey literature gathered in the form of workshop summaries, case studies, internal reports, and unpublished papers. The on-line search under the Africa region was refined by using key words, such as natural resource management and private voluntary organizations, and by specifying the type of publication.

A great deal of judgment went into the search and selection process. To a large extent, emphasis was placed on: works that review development trends with reference to NGOs, national development strategies, the impact of alternative development policies directed toward the poorest of the poor, managerial and technical aspects of strengthening NGO capacities, and institutional issues that concern collaboration. Additionally, some landmark publications, conference proceedings, NGO databases, and organizational directories have been included. Information on certain papers and publications

was received in an abstracted form. Such materials have been presented here in the original manner.

In addition, as a practical imperative, the review seeks to act as a source for those interested in identifying and researching gaps in NGO literature. For example, the USAID Policy Paper on Private Voluntary Organizations, written a decade ago, warrants a revision based on emerging development trends. The revision should more accurately reflect new realities of the post-Cold War world, the expanding strategic alliances between U.S. and indigenous NGOs, the importance of supporting and strengthening NGO umbrella institutions, changes in relationship between USAID and the NGO community, and so forth.¹² Yet another example is the publication titled *West African Governments and Volunteer Development Organizations*, which summarizes landmark meetings between 1985 and 1987 that paved the way for the establishment of the Forum of African Volunteer Development Organizations (FAVDO), the first continent-wide coalition of African NGOs. Although the significance of supporting FAVDO for strengthening North-South cooperation has been adequately recorded, its lessons of experience after its establishment could not be traced.

It should be noted that this report does not purport to be complete, because the literature on NGOs is growing and the channels of access are not quite fully developed. Moreover, some relevant materials arrived at the last minute and therefore could only be included in the general bibliography. Nonetheless, it is hoped that this publication will contribute toward a better understanding of the role of NGOs in Africa's development. A significant theme that stems from this literature review is that non-governmental organizations are not a romantic accessory to the process of development,¹³ but are legitimate and powerful instruments that can play a paramount role in catalyzing social change, with the right institutional incentives provided to them.

...non-governmental organizations are not a romantic accessory to the process of development, but are legitimate and powerful instruments that can play a paramount role in catalyzing social change, with the right institutional incentives provided to them.

User's Guide

This report is divided into three parts. The first presents abstracts of 150 bibliographic citations drawn from an assorted variety of recent literature on NGOs (since 1982), arranged in alphabetical order, each with a serial number. The second part contains 135 bibliographic references that are of supplemental value to this report (not indexed). The last part is an alphabetical index to the literature abstracts, which includes geographical, organizational, and subject terms.

The literature entries include the following information: author(s) personal or corporate; year of publication; title in English; collective title or serial name; volume and issue numbers (with pagination for journal articles); place of publication and publisher (or *vice-versa*); number of pages; and standard book or serial numbers. Titles of articles and papers are within quotes, reports are in boldface, and books are in italics.

NOTES

1. For a description of the environmental contracts awarded to NGOs by USAID (1983-91), see Michael Hickey. 1992. **Summary report: Environmental sector activities of PVOs/NGOs**. Forestry Support Program, USDA Forest Service, Washington, D.C.
2. Michael Bratton, quoted in David Korten. 1992. "The Role of Nongovernmental Organizations in Development." In Paul, S., and Israel, A., eds. *Nongovernmental Organizations and the World Bank: Cooperation for Development*. Washington, D.C.: The World Bank, p. 27. Also, see Michael Bratton. 1989. "The Politics of Government-N.G.O. Relations in Africa." In *World Development*, 17(4): 569-87. U.K.: Pergamon Journals, Ltd.; Goran Hyden. 1983. *No Shortcuts to Progress: African Development Management in Perspective*. Berkeley, CA: University of California Press; and Jonathan Otto. 1991. "NGOs in the Sahel: Actors and Issues in Natural Resource Management." Amherst, Massachusetts: Center for International Education of the University of Massachusetts.
3. *Ibid.*
4. Henny Helmich. 1990. "New Partnerships in Development Co-operation; Non-Governmental Organizations in OECD Member Countries Active in Development Co-operation: Trends of the 1980s and Challenges for the 1990s." In *Directory of Non-Governmental Organizations in OECD Member Countries*. Paris: Organization for Economic Cooperation and Development, p. 19.
5. Hendrick van der Heijden, quoted in John Clark. 1991. *Democratizing Development: The Role of Voluntary Organizations*. West Hartford, CT: Kumarian Press, p.44.
6. Henny Helmich and Shamita Sharma. 1992. "Partnerships Towards Global Sustainable Development; Non-Governmental Organizations in OECD Member Countries Active in Development and Environment: A Review of Trends 1970-1992 and Challenges for the 1990s." In *Directory of Non-Governmental Environment and Development Organizations in OECD Member Countries*. Paris: Organization for Economic Cooperation and Development.
7. For a detailed discussion on the characteristics of human service organizations (HSOs), see *The Journal of Applied Behavioral Science*. 1985. Vol. 21(4).
8. The World Bank Operational Manual. 1989. **Operational Directive: Nongovernmental organizations in Bank-supported projects**. The World Bank, Washington, D.C.
9. The decision for employing this term was made at the June 1987 meeting of African organizations in Dakar, Senegal. Until then, the terms NGO or PVO, from the United Nations and other international arenas, were also in widespread use in Africa (Willard Johnson and Vivian Johnson. 1990. *West African Governments and Volunteer Development Organizations*. Lanham, MD: University Press of America, p.1).
10. Op. cit. No. 8, p. 1.
11. "Community self-help associations are member-run grassroots organizations which represent local special interests, such as farmers', water users', and women's associations. Cooperatives are voluntary organizations set up [by the government or intermediary NGOs] to generate and protect the economic benefits for their members. They can be considered NGOs in that they often have, in addition, non-economic ends, such as social equity, and conduct a wide range of voluntary activities. Service provider/intermediary NGOs, which can be international or indigenous, provide services mainly to the poor, or to people in remote areas. They often organize beneficiaries to take advantage of government and donor-supported programs. In this sense, they serve as intermediaries with

government and donors on behalf of the poor. Consultant-type NGOs contract out their services like private groups. Unlike service providers, they do not normally offer services on an ongoing basis to a clearly identified constituency. Instead, they agree to implement project components, technical assistance or public works, as delineated in requests for proposals. Policy advocacy groups often focus on human rights or environmental issues" (Strategic Planning and Review Department. 1989. **The World Bank and nongovernmental organizations (NGOs): A review of operational experience.** The World Bank, Washington, D.C., pp. 1&2).

12. For a lengthy discussion on some of these areas, see the **Executive Summary of the Fifth Meeting of the Advisory Committee on Voluntary Foreign Aid.** 1992. United States Agency for International Development, Washington, D.C.

13. The process of development can be broadly identified with modern development thinking which emphasizes non-economic variables such as social, political, institutional, and environmental aspects of development. For elaboration, see Diana Conyers and Peter Hills. N.D. "Concepts of Development." In *An Introduction to Development Planning in the Third World*, pp. 21-39.

NGO Literature Abstracts

NONGOVERNMENTAL ORGANIZATIONS
IN NATURAL RESOURCE MANAGEMENT IN
CAMEROON: AFRICAN NGOS ENVIRONMENT
NETWORK: AN INSTITUTIONAL ENHANCING
VOLUNTARY TO RESPOND TO INCREASED
CAPACITIES: PRIVATE VOLUNTARY ORGANIZATIONS
RESOURCES MANAGEMENT: AN OVERVIEW
DEVELOPMENT: PRIVATE VOLUNTARY ORGANIZATIONS
NATURAL RESOURCES MANAGEMENT: AN OVERVIEW
LITERATURE REVIEW: PRIVATE VOLUNTARY ORGANIZATIONS
ORGANIZATION: PRIVATE VOLUNTARY ORGANIZATIONS
INCREASING LOCAL INVOLVEMENT IN FORESTRY
LOCAL INVOLVEMENT IN FORESTRY
DEVELOPMENT: PRIVATE VOLUNTARY ORGANIZATIONS
PRACTICE: PRIVATE VOLUNTARY ORGANIZATIONS
AFRICAN NGOS IN EASTERN AFRICA
POPULAR PARTICIPATION IN FORESTRY
SONS FROM THE BABAN RAPI FOREST
TECHNICAL ASSISTANCE: PRIVATE VOLUNTARY ORGANIZATIONS
AGRICULTURE: PRIVATE VOLUNTARY ORGANIZATIONS
AND TREES: THE ROLE OF PRIVATE VOLUNTARY ORGANIZATIONS
MENT DEVELOPMENT: PRIVATE VOLUNTARY ORGANIZATIONS
NATIONAL EXPANDING THE ROLE OF PRIVATE VOLUNTARY ORGANIZATIONS
CHANGING THE ROLE OF PRIVATE VOLUNTARY ORGANIZATIONS
SUPPORT FOR THE ROLE OF PRIVATE VOLUNTARY ORGANIZATIONS
COLLABORATION IMPLEMENTATION: PRIVATE VOLUNTARY ORGANIZATIONS
INTEGRATED RURAL DEVELOPMENT: PRIVATE VOLUNTARY ORGANIZATIONS
FORESTRY: PRIVATE VOLUNTARY ORGANIZATIONS
U.S. VOLUNTEER ORGANIZATIONS: PRIVATE VOLUNTARY ORGANIZATIONS
AN AGENDA OF PRIVATE VOLUNTARY ORGANIZATIONS
VIEWS FROM THE SOUTH: PRIVATE VOLUNTARY ORGANIZATIONS
OPERATIONAL APPROACH: PRIVATE VOLUNTARY ORGANIZATIONS
GLOBE: PRIVATE VOLUNTARY ORGANIZATIONS
DEVELOPMENT: PRIVATE VOLUNTARY ORGANIZATIONS
WOODFUL: PRIVATE VOLUNTARY ORGANIZATIONS
NON-GOVERNMENTAL ORGANIZATIONS: PRIVATE VOLUNTARY ORGANIZATIONS
COLLABORATION: PRIVATE VOLUNTARY ORGANIZATIONS
BOOK: CONDUCTING PRIVATE VOLUNTARY ORGANIZATIONS
MENT APPROACH: PRIVATE VOLUNTARY ORGANIZATIONS
ARY AID FOR DEVELOPMENT: PRIVATE VOLUNTARY ORGANIZATIONS
INSTITUTIONAL INITIATIVES: PRIVATE VOLUNTARY ORGANIZATIONS
STUDY FROM SENEGAL: PRIVATE VOLUNTARY ORGANIZATIONS
OF INSTITUTIONS FOR COLLECTIVE ACTION: PRIVATE VOLUNTARY ORGANIZATIONS
PARTNERSHIP AND POPULAR PARTICIPATION: PRIVATE VOLUNTARY ORGANIZATIONS
ORATION: A STUDY OF PVO/NGO UMBRELLA PROJECTS IN NATURAL RE
SOURCE MANAGEMENT: COOPERATION FOR DEVELOPMENT MAN
WHAT HAVE WE LEARNED? COOPERATION FOR DEVELOPMENT MAN
AND THE WORLD BANK: COOPERATION FOR DEVELOPMENT MAN
AGING DEVELOPMENT: COOPERATION FOR DEVELOPMENT MAN
CONTEXTS: COOPERATION FOR DEVELOPMENT MAN
ASIA AND LATIN AMERICA: COOPERATION FOR DEVELOPMENT MAN
NGOS IN THE FORESTRY: COOPERATION FOR DEVELOPMENT MAN
LOCAL INSTITUTIONAL: COOPERATION FOR DEVELOPMENT MAN

DEVELOPMENT: PRIVATE VOLUNTARY ORGANIZATIONS
ANALYTICAL SOURCE
BOOK WITH CASES
GROWING ROLE FOR
NGOS IN DEVELOPMENT

NGO LITERATURE ABSTRACTS

001. Ada, N-A., and Tanjong, E. 1990. **Nongovernmental organizations in natural resources management in Cameroon.** PVO-NGO/NRMS Cameroon, Yaounde, Cameroon, 20 pp. [English and French].

The directory attempts to take stock of most natural resource management activities implemented by local and Western NGOs in Cameroon. Among the useful information contained in this directory are organizational names and addresses, project leaders, overall project activities, geographical focus within the country, sources of funds, technical focus within the field of natural resource management, and other information pertinent either to a project or an NGO.

Alebikiya, M., see 002

002. Amanor, K., Alebikiya, M., and Wellard, K. (Forthcoming). "NGOs and Agricultural Technologies in Northern Ghana." Agricultural Administration Network Paper. London: Overseas Development Institute.

Activities of NGOs in Northern Ghana in agricultural and environmental development are reviewed. The experiences of three NGOs in developing agricultural technologies are discussed, and evidence is provided on the impact of their work at farm level. One focus is on the Association of Church Development Projects (ACDEP), a network of agricultural NGOs, and its technical training and information services provided to its members. The paper also describes NGO collaboration with the government research station in on-farm trials, and with the extension services in the production of external materials.

Ampadu-Agyei, O., see 037, 038

003. ANEN. N.D. **African NGOs Environment Network: An institutional innovation.** African NGOs Environment Network, Nairobi, Kenya, 16 pp.

This paper traces the origin of the African NGOs Environment Network (ANEN) which commenced its operations in Nairobi in early 1986. It shows that ANEN is a result of Africa's search for order out of the current crisis, which has been brought about by the inability of conventional institutions to deal with ecological, economic, social, and political problems. With the growing interest of international organizations in conducting joint endeavors with ANEN to slow down the rate of ecological degradation, ANEN presents an adaptive institutional structure that is suited to the current search for solutions to Africa's problems.

004. Appleby, G., and Johnson, D. 1992. **Mid-term evaluation of the World Wildlife Fund matching grant.** Automation Research Systems, Limited, Alexandria, Virginia, 82 pp. + annexes.

The Wildlands and Human Needs (WHN) matching grant administered by the World Wildlife Fund (WWF), is an important initiative that has introduced a local or community economic development component into conservation projects. The underlying assumption here is that fostering local economic development will ease the pressures that cause people to abuse and destroy natural resources such as nature preserves and, thus, promises great potential for replication by the wider environmental NGO community.

Although the process of preserving a natural area begins with preservation, it inexorably comes to involve community organizing and resource management, agricultural development, NGO strengthening, and national policy issues such as land tenure. This understanding implies that WHN can play a vital role in providing information, technical assistance and networking support to NGOs, which can be done only if WWF supports the WHN program both internally and externally. According to the report, restructuring of management at WWF, lack of a clearly defined operational role and organizational location for WHN, and deficient management of matching grant funds have constrained

accomplishments so far. Therefore, the evaluation recommends to forge a WHN team with a clear purpose and organizational location, so that WHN's aims could be achieved by the end of the grant period, and contribute more widely to the adoption and implementation of a social science-based development approach within the conservation movement.

Arum, G., see 075

005. Bebbington, A., and Farrington, J. 1992. "Private Voluntary Initiatives: Enhancing the Public Sector's Capacity to Respond to NGO Needs." Paper Presented at the World Bank Agriculture Symposium, Washington, D.C., 8-10 January 1992. U.K.: Cambridge University and Overseas Development Institute, 26 pp.

Over recent years, a number of experts have argued that agricultural and rural development strategies would benefit from increased collaboration between government and non-governmental development organizations. At the same time, multilateral assistance agencies have begun to call for more NGO involvement in programs that traditionally have been the preserve of, or at least always implemented through, the public sector.

This paper takes a critical look at these statements, pointing to divergences of opinion that seem hidden behind different experts' use of similar terminologies. It then considers how such collaboration might address some of the constraints on NGOs' contributions to rural development and democratization. The very achievements of NGOs in agricultural and rural development and how these might be drawn upon in public programs through inter-institutional contacts, are discussed. In conclusion, the authors provide a discussion of the implications for the institutional organization of agricultural development in the 1990s.

Berg, R.J., see 102

006. Biddle, Stark. 1986. **Resources for development: Barriers to increased private sector support for private voluntary**

organizations. American Council for Voluntary International Action, Washington, D.C., 28 pp. + attachments.

There is indication that PVOs which can develop a long-term strategic plan for growth and implement sound marketing and fundraising practices, are much more likely to achieve higher growth rates than other organizations. This study is designed to provide substantive insights into the difficulties, challenges, and successes that some American PVOs face in their efforts to increase private sector support.

007. Biddle, Stark. 1984. **The management needs of private voluntary organizations.** United States Agency for International Development, Washington, D.C., 63 pp.

The study was intended to identify, analyze and categorize the principal management problems surrounding PVOs, and to provide a basis for review of USAID funded programs that provide management support to PVOs. It describes four contextual factors which tend to shape the type of management issues facing PVOs, govern the nature of response, and influence the effectiveness of consulting services. These include: U.S. public disinterest in the lesser developed countries (LDCs) and an imperfect understanding and appreciation of PVO programs, the relatively heavy importance of governmental actions and policies to the management of PVOs, the particular nature of PVO leadership, and the geographic separation of PVO home office and field activities.

Institutional planning, management of fundraising, financial planning, management of human resources, and management of board relations are discussed as five problem areas. Some observations about the use of consulting services are recorded. Finally, the implications with respect to the design or redesign of a management program are stated.

008. Booth, William. 1992. **Partnership Initiatives Fund (PIF) impact study.** *The Impact Reports of the PVO/NGO Initiatives Project.* DATEX, Inc., Washington, D.C., 56 pp.

USAID provided approximately \$300,000 in small grants through the Partnership Initiatives Fund (PIF) to partnership ventures of U.S. PVOs and African NGOs, particularly for fostering effective partnership between these two groups by collaborating in short-term activities in Africa. It was initiated as a learning experience to understand how small grants can better assist the development process in general and sustainable development in particular, by reinforcing the capacity of local institutions through partnerships with U.S. PVOs. The author considers PIF grants to be an overall success.

The study begins with a summary of major recommendations, followed by a brief overview of PIF grants, its purpose, and major findings. The next section includes four case studies of different types of partnerships and projects in Ghana and Senegal, which received funding under PIF. A statistical analysis is provided at the end. In general, the importance of small grant funding is reinforced. The report confirms that all participants involved in this endeavor learned valuable lessons from the problems encountered and the accomplishments of this and other projects which seek to support NGOs.

009. Booth, William. 1990. **Madagascar NGOs and natural resources management: An overview.** Private Agencies Collaborating Together, Inc., New York, 8 pp.

Madagascar, with its unique biological diversity and endemic flora and fauna, poses risk for development unless the country can retard the present spiral degradation. Among the several reasons for this state of affairs is the pressing constraint of the Malagache economy. In an attempt to redress this situation, the Madagascar government adopted a national strategy for conservation and development in 1984. Accordingly, a National Environmental Action Plan (NEAP) was launched by the government with the support of donors, such as the World Bank, USAID, and Cooperation Suisse.

The objective of this plan was to slow down the spiral degradation and reconcile the population with the environment. Among the five priority programs under NEAP, the Environmental Improvement of Rural and Urban Communities identifies NGOs as primary implementers and provides funding through the National Fund for the Environment. While local NGOs are predominantly church-based organizations with the capacity to tailor programs according to local needs such as the environment, the international NGO community supports projects and institutions, and creates national organizations. The NGO community is in need of institutional support if it is to assume an active role in environmental regeneration and development. However, its strengths lie in its contact and relationship with local communities.

010. Borton, Nan. 1989. **Strategies for sustainable development: Essential elements in planning and implementation for benefit continuation.** A Concept Paper from the PVO Institutional Development Series. International Science and Technology Institute, Inc., Arlington, Virginia, 17 pp.

The issue of how benefits achieved by development activities can be continued after external resources have been withdrawn, has been a subject of much study and interest for several years. This study continues and builds on earlier studies of the PVO institutional development series by looking at both the planning and implementation activities of U.S. PVOs, and also at the roles of institutions and organizations, systems and/or beneficiary groups with whom the U.S. PVOs are working in producing and sustaining these benefits. It aims to determine institutional, financial and human resource conditions which enhance benefit sustainability, and to identify effective strategies to achieve these conditions.

011. Boynes, Wynta. *et al.* eds. 1983. *U.S. Nonprofit Organizations in Development Assistance Abroad: TAICH Directory 1983*. Eighth Edition. New York: Technical Assistance Information Clearing House of the American Council of Voluntary Agencies for Foreign Service, 584 pp. ISBN 0-932140-02-5.

This directory includes a wide spectrum of organizations of varying sizes with diverse program components. As a useful compilation of basic organizational and overseas program data, it also serves as an indicator of the vitality and ongoing responsiveness of the voluntary sector's involvement in helping meet the development needs of the Third World.

A total of 497 organizations are listed in the directory. These organizations include foundations, religious organizations, and other non-profit groups such as professional associations, membership organizations, affiliates and branches of the business, labor and cooperative sectors, as well as organizations supported by endowment funds, major foundations or governmental agencies.

012. Brandsetter, R., and Karch, E. 1992. **PVO-NGO/NRMS Project: Midterm evaluation**. Chemonics International Consulting Division, Washington, D.C., 54 pp. + annexes.

The purpose of the PVO-NGO/Natural Resource Management Support (NRMS) Project is to provide support to PVOs and NGOs in natural resource management in Sub-Saharan Africa. The evaluation notes that the project is achieving its stated objectives. The Project is an innovative pilot effort which reinforces the information support services, institutional capabilities, and technical capacities of the PVO and NGO communities working in Mali, Madagascar, Uganda and Cameroon.

The effectiveness of the Project can be witnessed in the country working groups' operations which are highly participatory, providing a way to reflect wide regional variations within countries, and promoting concepts of self-governance and popular participation. In management areas, the country working groups' institutional, technical and managerial frameworks

appear to have been demand-led, and rigorously promoted open and democratic processes. Moreover, innovative technologies were experimented and promoted, and these innovations represent an important means for testing new ideas in the field. Finally, it is recommended that groundwork should be laid for expanding this effort in new countries.

013. Bratton, Michael. 1990. "Non-Governmental Organizations in Africa: Can They Influence Public Policy?" In *Development and Change*, 21: 87-118. London: Sage Publications.

As NGOs accumulate experience in implementing development projects, they sometimes attempt to increase their influence by engaging in policy advocacy. This article analyzes the organizational conditions under which national NGOs in Africa have been able to influence the formulation of agricultural and rural development policies. Case studies are presented of three African NGOs that have sought, with varying degrees of success, to represent the 'voice' of the rural poor to policy-makers. Comparative analysis of these cases leads to a conclusion that policy advocacy is most likely to be effective in organizations that have several key characteristics: an homogenous membership, a federated structure, a focused program, informal ties with political leaders, and a domestic funding base.

014. Brinkerhoff, D.W., Gage, J.D., and Yeager, J.A. 1992. **Implementing natural resources management policy in Africa: A document and literature review**. United States Agency for International Development, Washington, D.C., 74 pp.

Organizational and management issues, and tasks involved in natural resource management policy implementation in Africa, are identified and analyzed. Section one provides an introduction, and defines policy and policy implementation. Section two presents the results of the analysis of USAID's current portfolio of activities in the natural resource management sector. The third section depicts what is said in the literature about natural resource management policy implementation, in a fashion that identifies key characteristics associated with

successful implementation. The last section briefly summarizes the nature of natural resource policies and their implications for implementation, and delineates a set of strategic questions for natural resource management policy implementation.

015. Brown, David. 1988. "Organizational Barriers to NGO Strategic Action." Institute for Development Research, Boston, 10 pp.

Non-governmental development organizations are potentially critical catalysts for unlocking the energies and resources of the poor and voiceless, and for building pluralistic and democratic societies. To be effective in this role, they must formulate and implement programs that strategically promote and support long-term changes that have large-scale development multiplier effects. All too often the early successes of NGOs are difficult to sustain, let alone replicate on a larger scale, because of problems in organization and management.

The author describes some of the special characteristics of development NGOs, examines the special organization and leadership challenges posed by those characteristics, and suggests some ideas for enhancing NGO capacities for strategic action. These observations are grounded in a series of action research and consulting projects with development NGOs in Northern and Southern countries.

016. Brown, D., and Korten, D. 1989. "Understanding Voluntary Organizations: Guidelines for Donors." Policy, Planning, and Research Working Paper of the World Bank. Country Economics Department, The World Bank, Washington, D.C., 40 pp.

The capabilities of voluntary development organizations (VDOs) are a function of their values, special skills, small size, limited resources, flexibility, and freedom from political constraints. Their weaknesses are a function of many of the same characteristics - particularly their value commitments, small size, independence, and lack of administrative rigidity. The authors suggest that it is equally inappropriate to criticize: NGOs for their limited ability to provide routine services to large populations on a sustained, self-financing basis; government

organizations for their limited ability to innovate and adapt responsively to the needs of many different groups; and commercial organizations for their limited ability to provide services below cost to persons who cannot afford to pay.

Although most NGOs may be small by donor standards, they are neither simple in their organizational form nor in their development roles. They are particularly complex in aggregate. The only thing common among NGOs is that they are non-government and are legally registered as non-profits. They include market-oriented public service contractors (PSCs), values-driven voluntary organizations (VOs), and member-accountable people's organizations (POs). While some VOs are strictly voluntary and work with no budget, others have well-paid full-time professional staff. Their commitments and participants can be wide ranging. The strongest VOs and POs respond to a good deal more than financial incentives. At the same time, they are not immune to financial incentives, which if wrongly applied can destroy the voluntarism of all, particularly of VOs and POs. The issues are complex, the necessary data elusive (a research agenda is proposed), and the potential for damage substantial. Donors cannot assume that staff experience and training prepare them to play a constructive role in helping NGOs become more effective in their essential roles in national and global development.

017. Brown, D., and Korten, D. 1989. "Voluntary Development Organizations: Expanding Their Development Role." Institute for Development Research, Boston, 3 pp.

Until recently, the prevailing belief has been that development leadership can come only from large organizations with huge financial resources. Acceptance of this belief has led to a limited role for voluntary development organizations (VDOs). As VDOs re-examine their development role, however, many are beginning to think beyond charitable action in a few communities and are turning greater attention to the underlying causes of poverty, injustice, and environmental destruction.

This article explores opportunities for expanding VDO roles, improving VDO performance, and building alliances among government, commercial and voluntary sectors.

018. Brown, M., Buckley, R., Singer, A., and Dawson, L. 1990. **Buffer zone management in Africa: Searching for innovative ways to satisfy human needs and conservation objectives.** PVO-NGO/NRMS Project, Washington, D.C.

The results of a workshop on buffer zone management in Africa are summarized. Managing buffer zones successfully is viewed as a promising, though difficult, approach to conserving biological diversity. The zones provide a 'shock absorber' between human activities and natural resources - both flora and fauna - that lie within or near core protected resources areas.

Key issues and challenges discussed include: a lack of consensus as to whether buffer zones should be inside or outside parks, what their functions should be, and what criteria should determine the area, shape and permitted uses of the zone; serious negotiations among the entire cast of stakeholders have not been an integral part of protected area planning and management in Africa, because national planners and conservation NGOs believe they have a mandate to place conservation priorities over the needs of local resource users, and they control political power and resources and can influence the implementation of their agendas; with myriad stakeholders, buffer zones become 'bargaining zones' - the players include local residents expressing their basic needs, park and game managers describing the resources they are charged to protect, donor agencies outlining strategies to improve quality of life, researchers explaining requirements for the preservation of environmental conditions, and conservation NGOs trying to develop compromises between biological conservation and human needs; and developing common neutral language can enhance the negotiating process, for example, settler *versus* squatter, hunter *versus* poacher, and Western *versus* advanced. The report contains lessons for other groups in planning and implementing similar workshops.

019. Buck, L. "NGOs, Government and Agroforestry Research Methodology in Kenya." (In Preparation). London: Overseas Development Institute.

This case study traces the roles of NGOs, government and international research organizations in the evolution of agroforestry research methodologies, not only adopted in Kenya, but also influencing approaches to research in other lesser developed countries (LDCs). Recognition of the lack of scientifically-proven agroforestry packages and the limited availability of foreign agroforestry seed sources, at critical stages in technology design and application, resulted in collaborative and participatory approaches to addressing these needs.

Buckley, R., see 018

020. Burbach, C., and Oleson, J. 1987. **A study of A.I.D./PVO collaboration.** Draft Report. United States Agency for International Development, Washington, D.C., 82 pp.

This study summarizes responses from USAID Missions and PVOs in an attempt to identify gaps and weaknesses in the relationship between USAID and PVOs. While improvements are needed to further USAID/PVO collaboration, much has been achieved to lay a foundation for a continued and expanded partnership. For instance, a high level of mutual respect exists between USAID Missions and PVOs. Collaboration through the years has given both, PVOs and USAID Missions a better understanding and appreciation of each other's strengths and weaknesses.

In this study, both groups perceived the Missions as strongest in their knowledge of host countries' priorities, and weakest in their ability to work with local counterparts. PVOs were seen as the strongest in working at the community level and knowing the host countries' cultural requirements, and weakest in their knowledge of the host countries' development priorities and their ability to conduct policy, sector and strategy analyses. Though the idea of partnership was welcomed by PVOs, they felt that it should not be demanded, and that PVO independence should be recognized and respected. While both PVOs and USAID do not expect any dramatic programmatic shifts in the immediate future, improvements are

needed in specific areas, such as communication, simplifying and expediting contracting, administrative and reporting processes, and USAID providing the PVOs with more appropriate technical and other assistance. These challenges are to be addressed in new and creative ways by both groups. The recommendations presented in this report are intended to serve as a starting point for the continued growth of USAID/PVO relationship.

021. Buzzard, S., and Zarafonetis, J. 1992. Final evaluation of the Private Voluntary Organization Initiatives Project. TvT Associates, Washington, D.C., 29 pp. + appendices.

The Private Voluntary Organization Initiatives Project (PIP) supported by USAID, is an attempt to mobilize financial and human resources of NGOs and PVOs to improve the economic welfare of African populations. It was developed to address the need for improved communication and dialogue between USAID, PVOs and NGOs, in order to foster a better understanding of the constraints and organizational pressures under which each organization works. Significant observations of the evaluation include: PIP activities tended to be one-time and one-shot with no follow-on, no sequencing, no consistent theme, and were not necessarily responsive to project objectives; the Project had no formal monitoring and evaluation system; and PIP design did not lead to the institutionalization or sustainability of project components.

In addition, it is noted that the lack of knowledge about the Project suggests a lack of participation on the part of PVO and NGO communities, and it is affirmed that PIP is a loose set of activities than a coherent institutional development strategy. Rather than promoting institutional development by clustering the project components, the implementor instead chose to emphasize its corporate strengths which included database development. Issues important to the redesign of the project are discussed, and the evaluators add that the contracting mechanism itself plays a role in the success of this type of an umbrella project.

022. CARE. 1989. Anjouan Sustainable Agriculture Project. A Project Proposal. Cooperative for American Relief Everywhere, Inc., New York, 52 pp.

The Cooperative for American Relief Everywhere (CARE) has been active in the Comoros archipelago since 1984, when phase one of the Anjouan Sustainable Agriculture Project (ASAP) and the Garage Apprentice Training Workshop were commenced, both with funding from USAID. CARE's presence is particularly important given that a very few NGOs exist locally which can provide the technical assistance and donor linkages furnished by CARE. This proposal, seeking support for phase two of ASAP, aims at improving the productivity of 1,000 hectares of farmland of the target area farmers, and in achieving the acceptance and practice of a range of field management options that will enable 4,275 farmers to vary outputs in response to market conditions and subsistence needs. CARE believes that at the conclusion of the second phase of ASAP, farmers' income will increase by approximately thirty percent, thereby allowing them to invest in themselves and their families for social improvement.

023. CARE. 1989. CARE agriculture and natural resources strategy. A Strategy Paper. Cooperative for American Relief Everywhere, Inc., New York.

The Cooperative for American Relief Everywhere's (CARE) Agriculture and Natural Resources (ANR) strategy stems from its experience gained and lessons learned since 1974, when the first agroforestry projects were implemented. The program in agriculture and natural resources is grounded in CARE's belief that environmental sustainability and human development are mutually dependent. CARE holds that environmental degradation is a major cause of natural disaster and underdevelopment, and responds to the threat this degradation poses with relief assistance and development programs.

In 1985, CARE's Renewable Natural Resources sector was renamed ANR, so as to integrate agricultural concerns into agroforestry efforts. With this renaming, the range of activities expanded to include traditional agricultural pursuits, such as irrigation, crop diversification, storage, credit, and marketing

assistance. CARE has also begun to promote an innovative type of agriculture called regenerative agriculture. As a low input, small agricultural strategy, it promises to resolve the production dilemma of developing-world farmers who spend more for commercial inputs and receive smaller returns. This strategy helps farmers maintain and improve crop yields by relying upon the internal biological relationships of farming systems, and by looking beyond a narrow concern for individual crops towards integrated farm systems management.

024. Carr-Harris, Jill. 1985. "Non-Governmental Organizations: Increasing NGO Involvement in Forestry." In *Unasylva*, 37(149): 26-32. Rome, Italy: United Nations Food and Agriculture Organization.

In 1985, the Food and Agriculture Organization (FAO) of the United Nations made an effort to involve NGOs at the international, regional, national, and local levels. NGOs can provide a bridge between forest departments and local populations. To test the potential of NGO involvement, a pilot program was developed in Senegal. Thirty-eight NGO representatives from Senegal, Kenya, and other Sahelian countries met for a week of meetings on reforestation activities, which included workshops and site visits.

Among the several technical issues discussed at the workshop were: the advantages of eucalyptus *versus* indigenous species, problems of seed and water availability, improvement of agroforestry techniques, lack of literacy in the area where training was being offered, absence of training in local languages, and failure of forestry projects to respond to traditional agroforestry systems of pastoralists.

025. Carrol, Thomas. 1992. *Intermediary NGOs: The Supporting Link in Grassroots Development*. West Hartford, Connecticut: Kumarian Press, 274 pp. ISBN 1-56549-009-6.

Of late, NGOs have been receiving a flurry of attention. Despite the attention, little is known about this diverse group of organizations, especially in terms of who they are, how they work, and how one

can access their effectiveness. This is particularly true in the case of national development (intermediary) NGOs that work directly with grassroots groups. To help fill this gap, this indepth field-based analysis provides a typology for the universe of the important subset of NGOs using examples from Latin America and the Caribbean (the analysis seems to be relevant to policy needs in Africa), provides a set of criteria for assessing NGO performance, and applies these criteria to thirty well-regarded organizations. The distinction between NGOs that are more adept at service delivery and those intent on empowerment, is significant. Two main types of intermediary NGOs are identified, compared, and then interrelated: grassroots support organizations (GSOs) and membership support organizations (MSOs).

The first part of this book presents an analysis of the performance of intermediary NGOs, while the second offers condensed versions of the case studies of the organizations that formed the main empirical basis for the study, with a brief contextual background for each country. An extensive bibliography appears at the end of the book.

Catterson, T., see 097

Center for International Development and Environment of the World Resources Institute, see 078

026. Cernea, Michael. 1988. *Nongovernmental Organizations and Local Development*. World Bank Discussion Paper 40. Washington, D.C.: The World Bank, 63 pp. ISBN 0-8213-1148-4.

This paper discusses five sets of issues relevant to NGO's contribution to social development and strategic issues for their future development. Three characteristics are identified: expansion of their numbers and constituencies, broadening functions, and more complex internal institutional structures. Despite the growing flow of financial resources for development channeled through NGOs, the mainstay of NGOs' contribution is not financial, but organizational. The essence of NGOs' approach is not to financially induce development, but to organize people into structures for group action. The nature, functions and types of NGOs, *vis-a-vis* the local government and the state, are discussed. A category of 'economic NGOs' is identified within the typology

of grassroots organizations, as being the most closely related to the economic/productive activities of their membership and their needs for various kinds of services.

NGOs' capacity for outreach to the poor is emphasized, and such constraints as the limited self-sustainability, limited capacity for technical analysis and lack of broad programming strategy are discussed. Several substantive areas of NGO activity at the local level are delineated and their potential roles in natural resource management are emphasized. The dilemma between the small scale of NGO activities and the need for large scale impact is discussed. Ways in which international and bilateral development agencies can work with NGOs and strengthen their role, in the light of the World Bank's experiences in cooperating with them, is also discussed. Finally, two strategic issues are outlined: organizational build-up and the need for favorable policy and administrative environments.

Chaguma, A., see 079

Charles, R.A., see 077

027. Clark, John. 1991. *Democratizing Development: The Role of Voluntary Organizations*. West Hartford, Connecticut: Kumarian Press, 226 pp. ISBN 0-931816-91-2.

The central theme of this book is that voluntary organizations will achieve their full potential only if they develop a more strategic and coordinated way of working. Their projects are not to be seen as ends in themselves, but as starting points to help challenge governments, official aid agencies, international companies, and others to change their approaches. They should strive for changes in local government policy and practice, promote the evolution of people's organizations and democracy, and lobby Northern governments to make changes that are essential for international justice.

Official aid not only often strengthens governments whose policies and practices oppress the poor, but supports inappropriate projects that may strengthen a development model which alienates equity and social justice. A number of voluntary organizations are changing in this way or are being set up specifically for the influencing tasks required: they are having to

come up with a new way of working, and a new analysis and confidence for seizing the high ground of international debate. Their challenge is to redefine the principles of development, democracy and sovereignty in the light of growing poverty, inequalities, environmental threats, and interdependence of nations. Although voluntary organizations are well placed to challenge official development thinking and to advocate a new order, they will make little headway unless their ideas are rooted in economic reality, and unless they search for positive and negative lessons within the programs of development orthodoxy.

Clark University, see 078

028. Conroy, C., and Litvinoff, M. eds. 1988. *The Greening of Aid: Sustainable Livelihoods in Practice*. London: Earthscan Publications Limited, 302 pp. ISBN 1-85383-016-X.

This book is a collection of papers prepared for the 'Only One Earth Conference on Sustainable Development', held in London between 28-30 April, 1987. It contains thirty-four case studies of aid projects and programs (both official and NGO implemented) from Asia, Africa, and Latin America, which describe forms of development that allow people to control their own resources while also improving their condition and enhancing their environment. The case studies represent a wide range of fields, and are organized into six parts. The key issue discussed here is that sustainable development has economic, social and biophysical/technical dimensions, and requires the participation of local people in decision-making and implementation.

While projects that have been successful in one place may not be so in another, donors should seek to replicate those principles that contribute to the success of a project as opposed to replicating the activities themselves. There is an imperative to change project appraisal methods to account for institutional development, sustainability, and environmental impact. Environmental and institutional benefits can be substantial, but are difficult to quantify. A number of aid agencies have started to examine how to overcome this. Sustainability problems can arise from the modes of dispersing funds: large volumes of funds may encourage quick project expansion with inadequate thought for their institutional capability, or

to incur recurrent costs that are unsustainable after the termination of donor funding. Separate accounting systems are suggested to be developed for large and small projects, thereby allowing small projects to be more creative and flexible.

029. Cooperative d'animation et de consultation. 1987. **Evaluation of the International Tree Project Clearinghouse.** Cooperative d'animation et de consultation, Montreal, Canada, 59 pp. + appendices.

This evaluation was aimed at assisting the International Tree Project Clearinghouse (ITPC) in its efforts to assess its performance as an international support and service group for NGOs involved in forestry-related activities. More specifically, the evaluation sought to assess the use of funds contributed by the Canadian International Development Agency (CIDA) to ITPC's specific activities, such as NGO identification in the Sahel and Southern Africa, regional consultation in the Western Sahel, feasibility study for establishing regional resource centers, training workshops to encourage South-South exchanges and to train extension workers, and compilation of an African forestry directory and a resource guide for NGOs.

The evaluation reveals that ITPC had completed the majority of tasks in accordance with its mandate, however, in certain instances, significant discrepancy was observed between objectives set and results achieved. Moreover, the failure to draw up targeted objectives and the weakness in formulating a hierarchy for the activities of the sub-units, pose risks of scattering. Communication problems, red tape, inadequate staff and staffing policies, lack of follow-up activities, and the ambiguity concerning the management by the Steering Committee are other organizational deficiencies cited here. Several recommendations are made to address these problems.

030. Copestake, James. 1990. "The Scope for Collaboration Between Government and Private Voluntary Organizations in Agricultural Technology Development: The Case of Zambia." Agricultural Administration Network Paper 20. London: Overseas Development Institute, 41 pp.

The paper reviews the experience in agriculture technology gained by a wide range of PVOs in Zambia, focusing indepth on the activities of one of the more innovative - the Gwembe Valley Agriculture Mission. The limited number and size of PVOs working in rural Zambia reflects historical (though by now unrealistic) perceptions of Zambia as a relatively wealthy and rapidly urbanizing economy of low priority for international voluntary funding. However, current macro-political and economic changes are likely to stimulate a more favorable environment for PVOs. Heavy donor funding for Adaptive Research and Planning Teams has placed the initiative for agricultural technology development largely in government hands, generating, in some areas, innovative farmer-participatory approaches.

Community-based approaches to technology development are to be found among PVOs on a smaller scale. Contact between PVOs and the public sector has been limited, and has rarely gone beyond learning by the former from the latter. Whilst it is impossible to predict whether PVO technology development activity will grow in relation to that of government, what is clear is that each has advantages under particular sets of conditions, that each can and should learn more from the other, and that initiatives need to be taken - by government in the first instance - to promote two-way exchanges.

Coulibaly, C., see 036

031. DAI. 1985. **Private voluntary organizations and institutional development: Lessons from International Voluntary Services, Inc., and the Institute for International Development, Inc.** Development Alternatives, Inc., Washington, D.C. 72 pp. + annexes.

Methods used by PVOs to increase the effectiveness of development organizations in developing countries are focused in this study. It had two purposes: the first was to develop and field test a set of indicators that PVOs and donor agencies can use to assess institutional effectiveness, and the second was to assess the extent to which different types of assistance proffered by PVOs contribute to an increase in institutional effectiveness.

The study focused on two U.S. PVOs: the International Voluntary Services, Inc. (IVS) and the International Development Institute, Inc. (IID). The report presents case studies of work of IVS with eight indigenous organizations in Bangladesh, Botswana and Ecuador, and an examination of IID's work with one indigenous organization in Costa Rica.

032. Daniels, Nomsa, D. 1992. *Protecting the African Environment: Reconciling North-South Perspectives. Critical Issues Series*, No. 3. New York: Council on Foreign Relations Press, 54 pp. ISSN 1040-4767.

With the June 1992 Earth Summit in Rio de Janeiro, international leaders hope to achieve lasting international agreements on environmental problems. Preserving the tropical rainforests, protecting the biological diversity, and reducing pollution are some of the environmental goals that have recently received widespread support. But increased attention to environmental issues has led to a North-South divide: leaders of Northern industrial countries favor more environmental safeguards than those of Southern countries, who are still struggling with economic development.

In this context, the author argues that there cannot be effective long-term solutions to Africa's environmental problems or development needs, unless African perspectives and realities are taken into account. Examining specific areas of debate, such as wildlife protection and sustainable growth, several recommendations are made for overcoming the differences between North and South to achieve lasting environmental and development goals.

033. DATEX. 1992. **A research and advocacy agenda for African NGOs in Eastern and Southern Africa.** *The Research Paper Series of the PVO/NGO Initiatives Project.* DATEX, Inc., Washington, D.C., 56 pp.

The agendas for both African and Western NGOs have changed since 1990. Pro-poor development strategies, progress toward participatory democracy, better governance, environmental protection, and

respect for human rights are now the key issues that attract more attention. Achieving these goals means changing the policies and behavior of African governments, African NGOs, and international donor agencies. The new NGO agenda has prompted intense debate on how these development actors acting singly or jointly can best promote consistent and long-term development initiatives. Further, the evolving consensus among donor governments and international organizations to condition aid on political reforms, indicates that this 'conditionality' will play a major role in determining the role of both African and Western NGOs. Such a shift is particularly apparent for recipient countries of Sub-Saharan Africa, because many view Africa's economic crisis as a direct result of repressive and unrepresentative political systems.

While it may be too early to assess the impact of the new donor policy on African NGOs, especially in fragile democracies, the four papers contained in this volume suggest that much hard thinking and hard bargaining will be required by donors, governments, and NGOs to develop the necessary strategies and financing for bringing about sustainable development in Sub-Saharan Africa.

034. DATEX. 1992. **Africa Bureau PVO strategy paper.** DATEX, Inc., Washington, D.C., 21 pp.

As PVOs move more toward establishing development-oriented programs in Africa and to fostering the growth of local NGOs (extending the impact of U.S. contributions), USAID and other donor organizations are increasingly interested in seeking common ground. In order to enhance the work of PVOs, a strategy is required for improving collaboration between USAID and PVOs. The elements of such a strategy should encompass: increased opportunities for USAID, U.S. PVOs, and African NGOs to dialogue on policies, objectives and approaches; improved match between USAID needs and PVO capacities and interests to improve implementation; building local NGO capacity; and promotion of more and better donor coordination.

035. DATEX. 1990. Feasibility study: Development of a PVO/NGO activities database. DATEX, Inc., Washington, D.C., 34 pp. + appendices.

As a result of the mandate to increase U.S. foreign assistance to Africa, the level of programming channeled through PVOs and NGOs by USAID's Africa Bureau has increased since the 1980s. With the expansion in PVO/NGO programs, USAID staff are often faced with questions about PVO/NGO capacities, levels of USAID funding, and sector distribution. In answering these questions, this study enumerates the information needs of the Africa Bureau by conducting a feasibility study for the development of a PVO/NGO information resource, and provides an implementation plan for that system. The report presents findings from the feasibility study, and discusses recommendations for the most effective strategy for implementing a PVO/NGO information resource within USAID.

Dawson, L., see 018

DeGorges, P.A., see 051

036. Djibo, H., Coulibaly, C., Marko, P., and Thomson, J.T. 1991. Decentralization, governance, and management of renewable natural resources: Local options in the Republic of Mali. Volume III, Final Report. *Studies on Decentralization in the Sahel.* Associates in Rural Development, Inc., Burlington, Vermont, 108 pp. + annex.

This volume focuses on the working rules of renewable natural resources (RNR) governance and management in six different sites in Mali. A form of institutional analysis and design (IAD) was used to structure the approach to field research. IAD directs attention to the incentives that influence the behavior of different actors in RNR governance and management: the attributes of RNR as economic goods; the attributes of the communities in which they occur; and the attributes of the working rules that regulate access, use, and investment in RNR. Actors interact based on their strategies selected in the light of these incentives.

The six case studies illustrate how local people manage or co-manage RNR to protect them and increase their productivity. They demonstrate the capability of rural producers in mobilizing resources (labor, materials and cash), and also show how outside actors and institutions such as NGOs, donors and state agencies can, at minimal cost, support local RNR management efforts by transferring technical information, modifying rules, and providing back-up enforcement and financing. Several recommendations are made for furthering the collaborative efforts among different actors to manage and co-manage RNR.

037. Dorm-Adzobu, C., Ampadu-Agyei, O., and Veit, P.G. 1991. Community institutions in resource management: Agroforestry by Mobisquads in Ghana. *From the Ground Up Case Study Series*, No. 3. Washington, D.C.: World Resources Institute; and Nairobi, Kenya: African Center for Technology Studies, 36 pp. ISBN 9966-41-022-8.

In Goviefe-Agodome, Volta Region, a local self-development cooperative initiated by the government has successfully turned infertile land into productive farmland through various agroforestry practices. While some of the proceeds from the farm are used for community development activities, the rest is divided equally among members. The following elements contributed to the success of this initiative: support of local leaders and institutions, the actions were designed, executed, and managed by a local organization accepted by the community; agroforestry efforts yield immediate financial and other benefits to cooperative members and their household; resource management activities are locally sustainable and involved practices and techniques familiar to members; and the community benefited from its accessibility to major urban areas and received much assistance in its development activities.

The experience conveys implications for the Government of Ghana and the development assistance community concerned with local-level natural resource management. Policy and programming recommendations are provided for popular participation in community development, and for the Government's ongoing decentralization efforts.

038. Dorm-Adzobu, C., Ampadu-Agyei, O., and Veit, P.G. 1991. **Religious beliefs and environmental protection: The Malshegu sacred grove in Northern Ghana.** *From the Ground Up Case Study Series*, No. 4. Washington, D.C.: World Resources Institute; and Nairobi, Kenya: African Center for Technology Studies, 34 pp.

For almost three centuries, the community of Malshegu in the Northern Ghana has preserved a small forest that they believe houses a local spirit: the *Kpalevorgu* god. Over the years, this 'sacred grove' has been threatened by such nearby activities as road-building, mining, and installing electric poles. Yet the community's traditional beliefs, embodied in the priest charged with protecting the abode of the god, have been strong enough to prevent human interference in the forest. This once-open forest area has almost developed into a closed-canopy forest.

Three elements are significant in Malshegu's success in protecting the forest: strong local religious beliefs, more than any other factor, have buffered this grove from human disruption; degradation of sacred groves in surrounding areas has helped increase the importance of *Kpalevorgu* fetish - in turn, traditional religious belief in Malshegu has been reinforced which further encourages local people to protect the grove; and regulations for using and protecting the grove are well observed by local people, preventing bushfires, farming, grazing, and most hunting from degrading the integrity of the forest ecosystem. Policy recommendations are provided for supporting the Government's decentralization, and for local protection of ecosystems.

039. Dorm-Adzobu, C., and Veit, P.G. 1990. **Popular participation in the National Environmental Action Plan in Ghana: A preliminary analysis of the roles of community level institutions.** World Resources Institute, Washington, D.C., 15 pp. + annex.

Attempts are made to provide a better understanding of the viability of existing village-based institutions, their involvement in community development activities, and their potential for increased responsibilities in local natural resource management.

An important finding of this study is the presence of large number of viable village-based institutions in Ghana. Many of these institutions utilize self-help to achieve community development, including natural resource management.

Drabek, A., see 091

Draper, S., see 049

Egerton University, see 078

040. Elbow, Kent. 1991. **Popular participation in the management of natural resources: Lessons from the Baban Rafi forest, Niger.** Unpublished Dissertation Proposal. Land Tenure Center, University of Wisconsin, Madison, Wisconsin.

The forest cooperative of Baban Rafi, established in 1989, represents the Nigerian government's effort to devolve rights and responsibilities of natural resource management to the local population in order to achieve more substantial and self-enforced resource management practices. The incentive for this reform is that the Government has failed to protect and manage the natural resource base at the exclusion of the local people with stringent rules. This change in emphasis reflects expression of a 'new policy', the logic of which is that local people will manage resources sustainably if they are assured a stake in the benefits of resource exploitation.

The Government promoted a collaborative (government, NGOs, and local population) effort in this direction, yet did not clearly study all the implications of changes resulting from this new policy. Two considerations are that the losers are not adequately compensated and, are left ready and able to sabotage the new policy, and that the locals' appetite for land will be whetted due to an increase in land value (because of newly introduced agroforestry and soil management techniques). The author states the importance of recognizing the consequences of clearing forests for farmland - the incentive of which is equal to that of levelling trees for cash. A serious effort must be made to understand current practices and rights of each of the local user groups in order to sustainably manage and preserve the Baban Rafi forest.

Elz, D., see 049

041. Falloux, F., Talbot, L., and Larson, J. 1991. *Progress and Next Steps for National Environmental Action Plans in Africa*. Washington, D.C.: The World Bank.

Rapid deforestation, loss of soil fertility, low agricultural productivity, disappearing biological diversity, and an unmanageable urban environment have thwarted Africa's social and economic development. These problems are deep rooted in political and social ills, such as population explosion, unsustainable policies, weak institutions, lack of information, and other external influences. In order to deal with the crisis, eighteen African countries have initiated, or are considering, National Environmental Action Plans (NEAPs). The World Bank's Africa Region has provided the initial impetus for the development of NEAPs, but NEAPs are intended to be an in-country, demand-driven process based on local participation. NEAP aims to define a time-bound plan of actions including environmental policy, institutional and legal reforms, corrective measures for continuing development programs, and new investment programs.

Recommendations are provided for NEAP process, content, implementation, and external support. They include: a high-level environmental policy and coordination unit within or with authority from the highest level of government; an environmental agency to prepare material for the consideration and action of the policy and coordination unit, and to implement its policies and decisions; regulatory functions dealing with pollution, land, and other resource use and management; and public and private sectors and NGO participation.

Farrington, J., see 005

042. Field, Ralph. 1988. **International development strategies of American private voluntary organizations**. A Ph.D. Thesis. Cornell University, Ithaca, New York, 227 pp. + appendices.

The dissertation deals with the different types of strategies used by American PVOs and their potential impact on official United States Government (USG) environmental development programs such as promoting agroforestry in the tropics. As part of their

strategies, some PVOs cooperate with USG agencies, while others do not. Weber's theory of social action is used to create a model of the different types of PVO strategies, and to explain PVO non-cooperation with USG. Specific determinants of PVO action are identified in a discussion of the role of voluntary associations in development. On that basis, it is argued that non-cooperative PVO strategies result when two conditions are present: PVOs are organizationally decentralized, and PVOs are guided by moral, community-based ideologies.

The findings indicate four different types of PVO development strategies: corporate, individual, ecumenical, and evangelical. The latter is the most non-cooperative and is pursued, in this sample, by Protestant sects working in international development. Further, changes in USG's own development strategies to allow greater use of PVOs, in effect, increases the potential for the government to pursue several different strategies at once. Finally, the dissertation states that a set of PVO-specific variables should be considered in the design of environmental development programs such as agroforestry.

043. Fillion, Jacob. 1986. **Assessment of training and technical assistance needs of private development assistance agencies**. International Institute for Environment and Development of the World Resources Institute, Washington, D.C., 11 pp. + annex.

As the need to conserve and improve the natural resource base has become imperative, development assistance agencies are undertaking projects or project components that require technical knowledge about the biophysical environment. Against this backdrop, this study aims to assess the needs of private voluntary development assistance groups for information, training, and technical assistance in responding to issues relating to natural resource management, in the context of developing programs and projects.

The study demonstrates that interest exists in this area, and that the importance of including natural resource management in development activities is recognized. Though organizations hire experienced and trained staff, the majority of their personnel seem to have experience in fields other than natural

resource management. If training in technical assistance were to be provided, encouraged, and supplemented by other technical assistance, competence in managing natural resource activities can be significantly increased.

Ford, R., see 107

044. Fox, Thomas, H. 1987. "NGOs from the United States." In Anne Drabek, ed., *Development Alternatives: The Challenge for NGOs. World Development*, (Supplement), 15: 11-19. U.K.: Pergamon Journals Ltd. ISSN 0305-750X.

Diverse as they are, NGOs in the United States face a number of common challenges. Hard choices are being forced upon them, particularly by the pressures of seeking scarce financial resources with which to sustain their work overseas. Similarly, determining their relationship with their constituencies and with other institutions involved in Third World development, presents very difficult challenges to U.S. NGOs. The choices that U.S. NGOs are being forced to make can threaten their very *raison d'être* and institutional integrity.

Frust, M., see 106

Gaje, J.D., see 014

045. Gamman, J.K. 1991. "Creating an Open Decision Making Process to Improve Environmental Policy Implementation: Applying Negotiation Strategies to International Development." A Paper Prepared for USAID. United States Agency for International Development, Washington, D.C.

The failure to include relevant stakeholders in the policy-making process is the key reason to not implementing environmental policies. A more open process is essential for designing strategies for environmental policy implementation that integrates politics, economics, and culture; transcending the barriers erected by the traditional approach to development which treats them as separate components. An open process should account for the interests of a broad range of stakeholders, including

donor agencies, national politicians, resource users, and NGOs. The exclusion of even one group creates a gap that the others can use to pursue their own interests, often to the detriment of environmental policy reforms.

An open decision-making process depends on several preconditions: participation of relevant groups, representation and assistance for weak parties, legitimacy, an appropriate convener, neutral facilitation, and accountability. Seven steps are suggested to make this process work.

Getahun, A., see 099

046. Gibson, Jonathan. 1989. **Private voluntary organizations in natural resource management in Sub-Saharan Africa.** Proceedings of the PVO-NGO/NRMS Workshop. PVO-NGO/NRMS Project, Washington, D.C. 16 pp. + appendices.

The purpose of the workshop was to elicit ideas and inputs on how to best implement the \$1.8 million PVO-NGO/Natural Resource Management Support (NRMS) umbrella project funded by USAID. Both U.S. PVOs and USAID had shown strong interest in the potential of this project to demonstrate increased collaboration at the field levels among U.S. PVOs and African NGOs in planning and implementing natural resource management activities. It was seen as an excellent opportunity for learning the best ways of strengthening the organizational and technical capabilities of PVOs and NGOs, and may thus serve as a model for future donor relations with the NGO community at large.

The workshop participants recognized, however, that the PVO-NGO/NRMS Project would be limited in terms of what it could accomplish due to the short timeframe and modest funding. Against this backdrop, three recommendations were made: the Project should choose activities having the highest potential 'multiplier effect' of demonstration, replication, and learning; it should strengthen, improve, and adapt existing organizations, information sources and training manuals (avoid duplication); and it should fund organizations and activities with the highest probability of continuation and extension through their potential to leverage other resources from USAID, other donors, or local and national agencies.

047. Gilbert, E. 1990. "NGOs and Agricultural Research: The Experience of The Gambia." Agricultural Administration Network Paper 12. London: Overseas Development Institute, 53 pp.

Recent concerted efforts by the Gambian Department of Agricultural Research to work with NGOs in technology testing and feedback are reviewed. Eight NGOs had participated in the Farmer Innovation and Technology Testing and/or Rice Research Program activities in 1989, and an expanded program of collaboration between NGOs and the Government was planned for 1990. Whilst the NGOs each have differing agendas, participatory approaches and various forms of on-farm research are common to all, allowing NGOs to articulate small farmers' requirements into the public sector's research agenda. Although problems remain (such as competition between NGOs and the Government for professional staff), interaction between NGOs and the Government is generally healthy and complementary, and is set to expand in the future.

Gordon, D.F., see 102

048. Government of Cape Verde. 1987. **Republic of Cape Verde: First conference of non-governmental associates.** A General Survey of the Conference Objectives. Volume I. Government of Cape Verde, Praia, Cape Verde, 32 pp. + annexes.

The conference was part of a follow-up activity of the roundtable for the development of Cape Verde, which examined the objectives and sectorial policies of the Second National Plan (SNP), its implementation, and adopted action and support program, as well as a follow-up program. This Praia conference complements SNP and offers, Cape Verde's non-governmental partners and regional and decentralized cooperation associates, an opportunity to take part in the implementation of a series of projects that will address the basic needs of the population at local and regional levels. The actions envisaged in this program are believed to have a definite impact on SNP, and make it viable while also accelerating local and regional repercussions. The cooperation is expected to be exemplary in its modes of assistance, which can pave the way for long-lasting relations between NGOs and the Government.

Gow, D., see 073

049. Gregerson, H., Draper, S., and Elz, D. eds. 1989. "Project Organization and Implementation." In *People and Trees: The Role of Social Forestry in Sustainable Development. EDI Seminar Series.* Washington, D.C.: Economic Development Institute of the World Bank, pp. 165-185. ISBN 0-8213-1205-7.

The implementation of social forestry projects tends to be much more complex and involved than the implementation of traditional public forest administration, industrial plantations, or natural forest management projects. Appropriate governmental and non-governmental organizations must be mobilized to organize, administer, and implement projects and programs. A critical concern of project planners and administrators is that of what form of delivery mechanisms are to be used in extending forestry technologies and institutional innovations to communities and farmers.

There are three prerequisites for effective organization of social forestry programs and projects: a project management structure that involves direct, strong linkages with community leaders and participants, and vertical linkages between levels of program or project administration; an extension organization that addresses program needs and is attuned to community incentive and communication systems; and an administrative structure that effectively supports NGOs that become involved in social forestry.

050. Gulick, Frances. 1986. "PVO Effectiveness in Agroforestry." In **Development effectiveness of private voluntary organizations.** A Report to the House Appropriations Committee. United States Agency for International Development, Washington, D.C., pp. 41-48.

Agroforestry is relatively a new and revolutionary component of donor projects in the developing world, and is a deliberate intervention to improve soils, conserve water and raise farmer incomes. The most critical gap in all national forestry programs has been the neglect of programs promoting agroforestry, encouraging farmers to plant and protect trees

themselves together with their crops. To fill this gap, PVOs, particularly U.S.-based PVOs, have initiated pilot test and demonstration agroforestry projects. To date, these projects appear to be almost universally successful in the tasks of eliciting farmer participation, providing seeds and seedlings, and providing on-the-job training for a new cadre of forestry extension agents who are able to promote the intercropping of food crops and trees. Given the magnitude of the environmental problems, PVO projects have the potential to provide cost-effective models which can be quickly replicated on a countrywide scale.

Gulick, F., see also 097

Gumbo, D., see 079

051. Hart, W.J., DeGorges, P.A., and Kayanja, F.I.B. 1990. **Development through conservation in South-West Uganda project: Evaluation report.** United States Agency for International Development, Washington, D.C., 56 pp. + annexes.

This report is about an interim evaluation of a project that supported effective natural resource management in three Afro-montane forest reserves and its adjacent areas in South-Western Uganda. The project made significant progress in a short period in protecting the biological diversity in forest reserves, and in raising the conservation awareness among neighboring farmers. Recycling of nutrients from animal and plant wastes and selection of indigenous tree species were emphasized. However, the impact of these activities on crop yields were too early to be determined.

As a joint venture of the Cooperative for American Relief Everywhere (CARE), the World Wildlife Fund (WWF) and the Ministry of Environment Protection of Uganda, the evaluation points out that: expectations for reduction of soil erosion are unrealistic, maintenance of swamps may be more important than realized, farmers are already practicing sophisticated multi-storied cropping systems which may be more advantageous than the simple agroforestry interventions encouraged under the project, and reconstruction work on feeder roads in the Bwindi Forest Reserve vicinity poses an erosion threat unless corrective measures are taken. Several

recommendations are provided for redesigning the project on the basis of experience to date.

052. Hazlewood, Peter, T. 1987. *Expanding the Role of Non-governmental Organizations (NGOs) in National Forestry Programs.* The Report of Three Regional Workshops in Africa, Asia, and Latin America. Washington, D.C.: World Resources Institute; and Nairobi, Kenya: Environment Liaison Center, 44 pp.

Main conclusions and recommendations of three regional workshops in Africa, Asia, and Latin America on 'Expanding the Role of Non-Governmental Organizations (NGOs) in National Forestry Programs' are summarized. The workshop was intended to provide a forum for NGOs to comment on the Tropical Forestry Action Plan (TFAP), and promote a dialogue on how to improve collaboration among NGOs, governments and development assistance agencies to increase the effectiveness of efforts to halt tropical deforestation. The report concludes that NGOs must be fully integrated as partners in the process of determining national forestry policies, and that NGOs are willing to participate in TFAP activities, particularly in public education, advocacy and awareness-raising and mobilizing the people. Further, NGOs demanded equal responsibility and participation in all stages of implementation of the action plan, including the National Forestry Sector Review process.

053. Hellinger, Doug. 1987. "NGOs and the Large Aid Donors: Changing the Terms of Engagement." In Anne Drabek, ed., *Development Alternatives: The Challenge for NGOs. World Development*, (Supplement), 15: 135-143. U.K.: Pergamon Journals Ltd. ISSN 0305- 750X.

This paper examines the emerging relationships between NGOs and large aid donors, in light of the increasing interest in and funding of NGOs by these agencies. Northern NGOs have responded by greatly expanding their operations and becoming very dependent on external financing, by avoiding the large donors altogether, or by challenging these same agencies to change or adapt their programs. The latter opinion is seen as the most desirable one, but one

which will only take place through political transformation in the North.

Ten steps are suggested for involving Southern NGOs and, through them, the participation of local populations, in mainstream donor operations in a responsible manner. These include: the selective sharing of information in order to match specific donors with suitable indigenous partners in terms of goals, capabilities, and risks; supporting collaboration among local NGOs to complement each others' expertise; and promoting local NGO design and implementation of projects and project components. This process seems to open doors for NGOs to involve themselves in the broader policy debates, and to insert grassroots perspectives and knowledge in those debates. Before they become another past development fad, NGOs must take advantage of the current openness of donors and make the case for this alternative approach.

Hellinger, D., see also 054

054. Hellinger, S., and Hellinger, D. 1986. **Mainstreaming major donor support for Third World NGOs: Guidelines for constructive collaboration.** The Development Group for Alternative Policies, Inc., Washington, D.C., 10 pp.

The result of a Northern NGO's experience in dealing with donors and Third World NGOs, especially the pitfalls and potential that lie in the formation of relationships between major donors and NGOs, are conveyed. Guidelines are offered: for incorporating Third World NGOs in major development programs; to project officers who are interested in more promising institutional arrangements; to program directors who must provide a supportive environment and sanction this approach, as part of mainstream operations, if it is to be widely adopted at the project level; and to those who want to see the organizations that are most experienced and effective in working with the poor become the principal counterparts of major aid institutions. The central message alluded here is that the donors should respond to, promote, and build upon the interests and strengths of Third World NGOs.

055. Henderson, P., and Singh, R. 1990. "NGO-Government Links in Seed Production: Case Studies from The Gambia and Ethiopia." Agricultural Administration Network Paper 14. London: Overseas Development Institute, 27 pp.

These two case studies illustrate the wide range of approaches that can be taken even to as discrete an activity as seed production. The Gambian case documents initiatives taken by the Government (with donor support) to improve the quantity and quality of seed supply by working with private contractors, NGOs, and donor-funded projects. The Ethiopian case documents efforts by a foreign-based NGO to bring together government agencies and local NGOs in the production of appropriate seed for small farmers.

Both cases have had their share of problems: resource constraints in the Gambian case have led to frustrations as only part of a wide mandate could be fulfilled, and parallel initiatives in some spheres are being taken by NGOs themselves. In the Ethiopian case, the reluctance of some foreign-based NGOs to make a sustained commitment to research slowed the initial identification of collaborators. Both cases, however, describe innovative collaboration in seed production among institutions of different types. They refute the widely-held view that seed production should lie entirely in the government domain, or, in the case of certain crops, in that of commercial companies. In doing so, they offer insights which may be of value elsewhere.

056. Hickey, Michael. 1992. **Summary report: Environmental sector activities of PVO/NGOs.** Forestry Support Program, USDA Forest Service, Washington, D.C., 14 pp. + appendices.

As part of its support to environmental activities in developing countries, USAID awards contracts to independent organizations for implementation of specific projects. This document analyzes current information to assess the level of involvement of PVOs and NGOs in USAID's environmental program. A description of the contracts awarded to PVOs/NGOs engaged in environmental activities and information on contracts with environmental components awarded to non-PVOs/NGOs (these organizations overlap with PVOs/NGOs on the projects), is given.

057. Honadle, G., and VanSant, J. 1985. *Implementation for Sustainability: Lessons from Integrated Rural Development*. West Hartford, Connecticut: Kumarian Press, 128 pp. ISBN 0-931816-33-5.

Management practices and organizational relationships in terms of their effects on post-project sustained development are discussed, based on actual field work with twenty-four integrated rural development projects in nineteen developing countries from Asia, Africa, and Latin America. The authors argue that micro processes can determine the effectiveness of macro strategies for Third World development. Appendix A to this book lists the projects and the nature of field work performed for each of them, while Appendix B comprises an overview of the characteristics of twenty-one USAID-supported integrated rural development projects.

058. Huntington, Richard. 1987. **Accelerating institutional development.** *PVO Institutional Development Evaluation Series*, Final Report. International Science and Technology Institute, Inc., Washington, D.C., 30 pp. + annexes.

The evaluation seeks to compile an empirically-based assessment of the role of U.S. PVOs in fostering and strengthening sustainable local institutions that contribute to long-term development in Third World communities. It discusses the collaborative effort between USAID and twelve PVOs which contributes simultaneously to the strengthening of the institutional development process of each participating PVO, and informs USAID and these PVOs of general issues regarding the most effective strategies for fostering institutional development.

U.S. PVOs made a successful investment in advancing human resource development through a variety of activities in developing countries, but gave less attention to installing management systems. Primary data from U.S. PVOs and twenty-eight local affiliates leads to the conclusion that institutional development is more effective and cost-effective when planned as a shorter- and longer-term task. Furthermore, the period of financial dependency of the local affiliate can be reduced through early technical assistance aimed at creating in the affiliate the capacity for resource mobilization, and the period

in which a PVO provides services to an affiliate is to be viewed as essentially indefinite, as a cost-effective means of protecting the up front investment.

059. INTERACTION. 1986. **Survey of U.S. PVOs working in Africa: Projects with a forestry or environmental component.** InterAction Special Report. American Council for Voluntary International Action, Washington, D.C., 57 pp.

Information concerning U.S. PVOs active in the environmental sector in Africa is provided. The information selects projects out of a PVO survey database using the environmental projects classification, and a full text search for the following terms: tree, forest, erosion, desertification, live fencing and firewood. Projects involving key terms, such as reforestation, tree planting, and agroforestry are also selected regardless of their classification. The first part of this report lists thirty-three PVOs for which at least one project is selected, and the second part lists 154 projects selected by the above classification and/or terms.

060. INTERACTION. 1985. *Diversity in Development: U.S. Voluntary Assistance to Africa*. Volume I. Washington, D.C.: American Council for Voluntary International Action, 49 pp. ISBN 0-932140-06-08.

Based on a survey that deals with U.S. PVOs conducting aid programs in Africa, this report reflects information and opinions that was acquired through extensive and nationwide interviewing with the PVO community. A list of organizations who participated in the survey appears at the tail end of the report. The primary contribution of this report is in outlining the broad contours of PVO aid to Africa, and in imparting an understanding of the community that is providing that assistance. It also hopes to assist PVOs re-examine their theories, assumptions, and programs in Africa.

061. INTERACTION. 1985. *Diversity in Development: Project Descriptions by Country and Sector for Africa*. Volume II. Washington, D.C.: American Council for Voluntary International Action, 620 pp. ISBN 0-932140-07-6.

As the second volume of the two-part report entitled *Diversity in Development*, this compilation of primary data, contains over 3,700 individual sketches of projects and programs in Africa assisted by U.S. PVOs. They are classified by agency, country, functional activity, and other factors. The entries are cross-indexed by organization and by country.

Israel, A., see 095

062. James, Carol. 1988. *Strengthening People-To-People Development into the 1990s: Work in Process: Clarifying the Vision*. Washington, D.C.: Carol James Communications, 38 pp. + appendices. ISBN 0-1910440-03-4.

This publication aims to contribute to improving the nexus between the U.S. Government and the voluntary/independent sector, and to strengthen their partnership in the 1990s and beyond. While the relationship between USAID and PVOs has not been examined since 1981, fundamental issues continue to be the same, whereas the context is different. Both sides believe that a stronger and even strategic relationship is possible. In seeking to achieve a perspective, the report delves into theoretical and philosophical issues affecting development assistance as opposed to weighing in on matters of a more operational nature. The message conveyed here is that 'we are still learning'. Availing ourselves of future opportunities requires: reflection; a critical and realistic sense of national, organizational, and personal resources; resolve; and openness to new ideas.

Johnson, D., see 004

Johnson, V.R., see 063

063. Johnson, W.R., and Johnson, V.R. 1990. *West African Governments and Volunteer Development Organizations: Priorities for Partnership*. Lanham, Maryland: University

Press of America, Inc., 124 pp. ISBN 0-8191-7747-4.

The proliferation of external NGOs and indigenous VDOs are new and key factors in the African development scene, reflecting a diversity and complexity of activity, substantial level of financing, and growing levels of external support and internal legitimacy. The NGO/VDO movement merits its rapidly growing significance, considered in terms of the amount of public as well as private money involved. The roles that these organizations assume are changing and becoming more complex to include development and long-term structural change, and they are often hand-maidens of the governments they presumably seek to change or redirect in the long run.

As an example, the authors briefly look at certain landmark meetings which preceded the formation of the Forum of African Volunteer Development Organizations (FAVDO), thus, providing a background on the evolution of change in relationships between Northern and Southern NGOs. The basic question is whether this new factor of increased VDO involvement, especially from abroad, will enhance the maturation of the development process in Africa or disguise its continued crisis. This will depend upon the policies and processes currently being elaborated at all levels. The study raises a number of important issues that need to be addressed in evaluating the prospects of VDO contributions to African development. Case studies from West African countries (Niger, Burkina Faso, Mali and Ghana) illustrate perceptions by VDO and government leaders regarding people, product, place, procedures, problems, and the prospects of VDOs in development.

Kabutha, C., see 107

064. Kajese, Kingston. 1987. "An Agenda of Future Tasks for International and Indigenous NGOs: Views from the South." In Anne Drabek, ed., *Development Alternatives: The Challenge for NGOs*. *World Development*, (Supplement), 15: 79-85. U.K.: Pergamon Journals Ltd. ISSN 0305-750X.

The responsibility for development in the South belongs to the people and indigenous NGOs in countries of the South. Any partnership between

international and indigenous NGOs should be based upon solidarity and sharing. The future division of labor between the two groups should be determined by their respective competencies. A new 'compact' between international and indigenous NGOs based on networking (to reinforce strengths and to share information) should form the most appropriate mode of the relationship. International NGOs should move from project funding to funding human resources and institution building in developing countries.

Kaluli, J.W., see 077

Karch, E., see 012

Kayanja, F.I.B., see 051

065. Kiggundu, Moses. 1989. *Managing Organizations in Developing Countries: An Operational Approach*. West Hartford, Connecticut: Kumarian Press, 328 pp. ISBN 0-931816-75-0.

The book provides an organizational framework and practical techniques for more effective management and use of resources and opportunities for sustainable economic development and social change. It consists of nine chapters which are divided into two parts. The role and importance of organizations for developing countries, and ten common development challenges whose resolution requires the existence of strong organizations and effective management, are discussed in chapter one. Chapter two focuses on the critical operating tasks (COTs), with illustrations from production and service organizations in developing countries. Chapter three deals with strategic management tasks (SMATs), and outlines the basic steps for the development of both tasks and the ways in which they can be traced within an organization from the mission statement to individual employee behavior at work.

The integration of the two task subsystems (COTs and SMATs) into a total functioning purposive organization is presented in chapter four. Chapter five details human resource development, while chapter six provides a process model of the transfer of technology, knowledge, and expertise which links technology-producing and -supplying organizations with technology-importing and -implementing organizations to the level of individual operator. Chapter seven discusses the theory and practice of

decentralization, and chapter eight introduces the topic of managing structural adjustments and public sector reform. In general, the topics discussed in this chapter start with the micro individual level of analysis and intervention, and moves on to the more macro national or policy level. The last chapter shows a clear link between these different levels or approaches to development administration. Detailed conclusions are presented in each chapter.

066. Korten, David. 1990. *Getting to the 21st Century: Voluntary Action and the Global Agenda*. West Hartford, Connecticut: Kumarian Press, 253 pp. ISBN 0-931816-85-8.

The critical development issue for the 1990s is not growth. It depends on achieving a transformation of institutions, technology, values, and behavior consistent with ecological and social realities. A number of NGOs throughout the world are giving attention to the definition and projection of a people-centered development vision that embraces the transformation agenda. This vision is gaining clarity and followers, and looks at justice, sustainability and inclusiveness as the defining principles of an authentic development.

The first part examines lessons learned during the 1980s - a decade of crisis, denial, and newly emergent opportunities that left behind a hope that the 1990s can achieve the transformation required for preparing for the 21st century. The second part deals with the importance of what a society believes about itself in determining how it behaves. It calls for a new development vision that incorporates the aforesaid principles. The third part looks at the distinctive nature and role of the voluntary sector and the evolution of strategies of its constituents: from relief to welfare, to community development, to catalyzing institutional and policy change. The last part outlines the development agenda and its elements for the 1990s, which focus on the need for system transformation as a prelude to new patterns of economic growth that is based on the defining principles. It is highlighted that the global system will not sustain continued growth as conventionally defined, therefore, priority must be to achieve transformation that will make further growth viable without risking either social or ecological collapse. Implications for the voluntary sector are provided.

067. Korten, David. 1987. "Third Generation NGO Strategies: A Key to People-Centered Development." In Anne Drabek, ed., *Development Alternatives: The Challenge for NGOs. World Development*, (Supplement), 15: 145-159. U.K.: Pergamon Journals Ltd. ISSN 0305-750X.

Dealing with a number of current development crises will ultimately require facing up to the challenge of democratization. The types of reform indicated involve complex organizational changes that the large official donors have little capability to address. The central leadership role must be assumed by organizations with the potential to serve as catalysts of institutional and policy change. Some NGOs have demonstrated the potential to serve in such roles and many others have the potential - if they choose, to develop the necessary technical and managerial capabilities.

Korten, D., see also 016, 017

068. Kreike, Emmanuel. 1990. **Report to the Senegal agricultural sector analysis: Local communities, renewable natural resources management, and sustainable agriculture in Senegal.** United States Agency for International Development, Washington, D.C., 81 pp.

It is suggested that renewable natural resources can be more effectively managed and sustained by the local communities than by central governments. It calls for the identification, evaluation, and improvement (through scientific knowledge) of traditional knowledge and systems of resource management in Senegal.

Local knowledge and resources can best be mobilized by community organizations: a large variety of organizations including rural councils, economic interest groups, indigenous NGOs, village groups, and producer groups already exist in Senegal. Multiple management regimes are recommended to be developed, particularly because management units of natural resource management are dispersed. The existing structures which are informal or sub-formal entities are to be taken as the base for the further development of effective management units.

Follow-up research on the structures and the functioning of community organizations is essential, and they should consist of field research to discover the informal structures and processes.

Larson, J., see 041

Litvinoff, M., see 028

MacGarry, B., see 079

069. Mallya, F., and Talbott, K. 1990. **Constraints and opportunities for building local participation in the Uganda Environmental Action Plan.** Center for International Development and Environment of the World Resources Institute, Washington, D.C.

At the request of the Government of Uganda, a World Bank team visited Uganda to assist the Government in the preparation of the National Environmental Action Plan (NEAP). The team sought to identify principal issues and problems involved in the initiation of NEAP, and reach an agreement with the Government on procedures for developing the Uganda NEAP. More specifically, this effort aimed at identifying local institutions that can be effectively utilized to mobilize grassroots participation in the NEAP process, conduct a preliminary assessment of possibilities and constraints for encouraging local-level involvement for NEAP, and recommend further steps for the NEAP team for encouraging local participation.

The recommendations include: developing and administering a questionnaire for incorporating the basic concerns of the local people in the planning process; avoiding unnecessary competition and overlap in NGOs' work by organizing NGO workshops and seminars at the district and national levels; identifying communities that have retained the institution of chieftaincy, as traditional institutions will form an important channel through which local popular participation can be enhanced in the NEAP process; involving people in activities which directly benefit them economically; and strengthening women's groups and ministries that focus on women to increase their capacity to coordinate women's activities in the rural areas. This report is meant to be the first step in devising an effective strategy, building on other NEAP experiences and involving all

levels of the Ugandan society in an action plan that addresses the fundamental priorities and needs of the people.

Marko, P., see 036

Marsden, D., see 081

070. Martin-Brown, J., and Ofosu-Amaah, W. eds. 1992. *Proceedings of the Global Assembly of Women and the Environment "Partners in Life"*. Volume I. Washington, D.C.: United Nations Environment Program and WorldWIDE Network, Inc., 290 pp. + appendices.

This report is the first of two volumes of proceedings of the Global Assembly of Women and the Environment, and seeks to support workable solutions in promoting women's involvement in environmental management. It contains keynote speeches, background papers and participants' findings, recommendations, and action plans. Volume II contains detailed write-ups of 218 success stories (fifty-one from Africa) that were presented at the Assembly, as well as the description of success story identification, review, and validation process. These success stories were selected from all regions of the world and they demonstrate that environmental degradation was averted or repaired. They also illustrate the capacity of women's leadership and potential in environmental management at all levels of society.

071. Mathu, Winston. 1985. **A directory of organizations working on tree planting and woodfuel conservation in Kenya.** Energy/Development International, Nairobi, Kenya, 99 pp.

Organizations involved in agroforestry, tree planting and woodfuel conservation in Kenya, especially those at the substantive level of either funding, facilitating, or implementing are listed here. These organizations are grouped into two categories: national level players (or international but with major impact at the national level) and regional organizations (including national and international organizations whose main focus is not agroforestry, tree planting, and woodfuel conservation).

This directory is meant to serve two purposes: first, it provides information to the grassroots worker on where to obtain technical assistance, and secondly, it is meant to assist local government agencies and NGOs by creating an awareness of each other's programs, thereby encouraging cooperation through the exchange of information, joint planning and sharing of resources. Seventy-eight organizations are listed in this directory.

072. McKay, K. L. 1990. **Creating the NRMS database.** Energy/Development International, Washington, D.C., 16 pp. + annexes:

The database seeks to assist USAID and other interested organizations in the planning and evaluations of their natural resource management programs in Africa. The user-friendly design of the database provides information on who is doing what in natural resource management in Africa, and makes it easy for anyone interested in keeping track of similar types of information or to take specific areas and keep those updated for their specific needs. It is a useful tool for development professionals travelling to the field or responsible for certain areas - technical, program and project officers, and to those in the field searching for particular organizations for collaborating purposes.

073. McKay, K. L., and Gow, D. 1990. **Enhancing the effectiveness of governmental and non-governmental partnership in natural resource management.** Energy/Development International and Development Alternatives, Inc., Washington, D.C., 41 pp. + annexes.

Efforts to improve natural resource management in the Sub-Saharan Africa must begin at the grassroots level in order to reach the individual small farmers who constitute eighty to ninety percent of the rural population. This is often a difficult task for large donor agencies and personnel-strapped government extension services. There is increasing interest, therefore, in developing cooperative agreements with NGOs which have a history of experience at the grassroots level, and are thus in a good position to address farmers' needs. However, the relationship between NGOs and donors, in many instances, has been uneasy. Donors complain that NGOs often are

unable to absorb large amounts of funds that donors want to program. For their part, the NGOs resent being excluded from the development planning and project design processes, and complain that burdensome financial reporting requirements cause NGOs to spend an inordinate amount of time in non-developmental activities.

This report examines the role of NGOs as resource stewards and explores the relationship between NGOs and donors in the environmental panacea, especially with reference to experiences from the Natural Resource Management Support (NRMS) Project for Africa, and from the literature. Practical guidelines are suggested for enhancing the effectiveness of donor collaboration with NGOs. Annexes present case studies from Cameroon, Madagascar, and Mali.

074. Morrison, E., and Purcell, R. B. eds. 1988. *Players & Issues in US Foreign Aid: Essential Information for Educators*. West Hartford, Connecticut: Kumarian Press, 177 pp. ISBN 0-931816-55-6.

This volume is a guide for educators who wish to incorporate into their curricula issues of international development. The major governmental and quasi-governmental actors (bilateral and multilateral assistance agencies, and multilateral banks) and the important role of NGOs in development, are covered.

The guide is divided into three parts. Part one consists of four descriptive chapters on development agencies worldwide: their policies and the issues that surround them. It is written from a U.S. perspective and focuses on the role that the United States plays in these agencies. Part two examines the real and potential role of NGOs (Western and indigenous) in development. The final part contains almost fifty reviews of current literature on key Third World issues. These reviews represent a wide spectrum of materials drawn from both the West and the Third World, but focuses essentially on those works that address broad issues of concern, such as U.S.-developing country relations, hunger and poverty, debt, population, and the environment.

075. Mung'ala, P., and Arum, G. 1991. "Institutional Aspects of Environmental Research

and Extension in Kenya: The Department of Forestry and Kenya Energy and Environment Organizations." Agricultural Administration Network Paper 22. London: Overseas Development Institute, 30 pp. ISSN 0951-1873.

With ten years of growth in environmental development activities and in the number of field-based organizations in Kenya, research has centered around indigenous trees in the arid and semi-arid areas, agroforestry, and soil and water conservation. While research activities are conducted by the Kenya Forestry Research Institute (KEFRI), the International Council for Research in Agroforestry (ICRAF) and several other national and international NGOs, extension and training of small farmers and farmers' groups in forestry and environmental conservation are carried out by the Ministry of Agriculture, Environment and Natural Resources, and by a large number of NGOs.

The first case study characterizes the shift in approach of the Department of Forestry's top-down Rural Afforestation and Extension Scheme to a more farmer-centered Forestry Extension Services Division. Major factors that have influenced this change include: modern extension methods initiated by bilateral donors and NGO projects, steady increase in resources from these projects targeted towards afforestation, and NGO innovations in extension methodology. The second case study describes the research and extension programs of one of these NGOs, the Kenya Energy and Environment Organizations Association (KENGO). Although KENGO's experience of collaboration with government organizations has been mixed, there are limited successes, partly because of KENGO's orthodox and arguably less rigorous research methods.

076. Mungate, D., and Mvududu, S. 1991. "Government and NGO Collaboration in Natural Resources in Zimbabwe." Agricultural Administration Network Paper 24. London: Overseas Development Institute, 39 pp. ISSN 0951-1873.

Government policies and attitudes towards NGOs have moved from hostile and indifferent to positively encouraging since Zimbabwe's independence. The first

paper of this volume deals with the Ministry of Lands, Agriculture and Rural Resettlement's involvement in planning NGO projects to ensure that they fit the overall national development priorities, and that the necessary support services are available. Though NGO participation in the government planning structure is limited, the ability of NGOs to implement both complementary and alternative research and extension activities to government is increasingly being recognized. Moreover, public sector agricultural institutions are also shifting their traditional commodity and market focus toward small farmers on communal lands, but are faced with formidable resource constraints. Thus, there is scope for improving NGO-government collaboration in on-farm experimentation and extension, and in disseminating research findings to the rural communities.

The second paper documents the experience of the Forestry Commission in collaborating with NGOs. Collaboration in establishing nurseries and in training and extension has proved successful where both are pursuing similar goals. In research, they are starting from similar knowledge bases and are intended to be mutually reinforcing. The Mutoko Agricultural Development Project is discussed as an example, where significant progress was made in bridging the gap between various agricultural and forestry institutions at the field levels, and in strengthening farmers' organizations.

077. Musyoka, J., Charles, R.A., and Kaluli, J.W. 1991. "Inter-Agency Collaboration in the Development of Agricultural Technologies at National and District Level in Kenya." Agricultural Administration Network Paper 23. London: Overseas Development Institute, 35 pp.

This volume contains three papers that illustrate different aspects of the role of NGOs in agricultural development in Kenya, and the nature of collaboration between government and NGOs both at the national level and in two districts. The first paper shows the development of government thinking towards NGOs through the experience of the Ministry of Agriculture. The Ministry's collaboration with NGOs has so far been limited mainly to training and extension activities. While NGOs have not yet had a significant input into the Ministry's research, the newly emergent

fields of agroforestry and social forestry and crop and livestock research, have a strong, but poorly resourced structure. NGOs have a strong field presence in Kenya's arid and semi-arid lands which have received less attention from public sector researchers. Several also have sizeable research programs outside mainstream agriculture, including organic farming, indigenous fruits, and vegetables. There is potential for increased collaboration in these areas, however, there are difficulties stemming mainly from differences between public sector and NGO management styles, reward systems, funding arrangements, as well as approaches to research.

The two district studies examine the nature and scope of agricultural and environmental activities, and of institutions which carry them out. Both Siaya and Machakos districts have had considerable interventions by government, international agencies, and NGOs. NGOs carry out a wide range of research, development, extension and training functions, and their linkages with the government appears functional. The weakest links appear to be between NGOs themselves, partly because of the time costs in making individual contacts, and the absence of a forum for collaboration. It is pointed out that the NGO forum established around the District Forest Office in South Nyanza might serve as a useful model for other districts.

Mvududu, S., see 076

078. National Environment Secretariat, Egerton University, Clark University, and Center for International Development and Environment of the World Resources Institute. 1990. *Participatory Rural Appraisal Handbook: Conducting PRAs In Kenya. Natural Resource Management Support Series*, No. 1. Washington, D.C.: World Resources Institute, 84 pp.

This handbook presents an alternative to conventional top-down or blueprint approach to rural development, and is based on village experiences where communities are working effectively to manage natural resources. The methodology of Participatory Rural Appraisal (PRA) assumes: popular participation as a fundamental ingredient in project planning; locally maintained technologies, as well as sustainable economic, political, and ecological systems are

fundamental to reverse Africa's decline; and truly sustainable initiatives will incorporate approaches that local communities themselves can manage and control. The handbook serves as an introduction to the rationale and methodology of PRA. PRA techniques have already been used to mobilize community action and development assistance in Kenya's Machakos, Nyeri, Taita Taveta, and Siaya districts. Though the book uses examples from Kenya, PRA is applicable to other cultural, socioeconomic and ecological settings in the Sub-Saharan Africa, and throughout the Third World.

079. Ndiweni, M., MacGarry, B., Chaguma, A., and Gumbo, D. 1991. "Involving Farmers in Rural Technologies: Case Studies of Zimbabwean NGOs." Agricultural Administration Network Paper 25. London: Overseas Development Institute, 54 pp. ISSN 0951-1873.

Three NGOs in Zimbabwe are examined in this paper. The first two (Organization of Rural Associations for Progress (ORAP) and the Silveira House) provide key technical and institutional support to local organizations, while the third (Environmental and Development Activities) is focused on environmental activities. The Environmental and Development Activities (ENDA)-Zimbabwe operates a strong research program in areas hitherto neglected by the public sector. They include small grains, indigenous trees, and low-tech housing. ENDA's research agenda is determined by a combination of locally identified needs through a community planning process, and by its own and regional priorities.

ENDA has successfully worked with many organizations in the region including the Ministry of Agriculture. With the initiation of the Seeds Action Network (a network of four NGOs that includes ORAP, Silveira House, ENDA and Manicaland Development Association (MDA)) in Zimbabwe, many local NGOs have mutually benefited from the exchange of seed materials. However, the differing technical capabilities of the network members has slowed progress, and ENDA is now assuming more of an institutional-building role. In addition, ENDA has built relationships with the government agricultural services, as in comparative trials of ENDA's

open-pollinated maize varieties with those of the research institutes and commercial seed companies.

080. Nyoni, Sithembiso. 1987. "Indigenous NGOs: Liberation, Self-Reliance, and Development." In Anne Drabek, ed., *Development Alternatives: The Challenge for NGOs*. *World Development*, (Supplement), 15: 51-56. U.K.: Pergamon Journals Ltd. ISSN 0305-750X.

This article, based on the experience of one NGO, the Organization of Rural Associations for Progress (ORAP) in Zimbabwe, contends that it is possible to work effectively with the poor, starting at the local level and expanding to the national and international levels. It stresses the need for people to understand the historical processes of social, political, and economic change in their communities. The formation of rural groups and associations is seen as one way for the rural population to achieve self-reliance, and to explore and articulate their development priorities. Those international NGOs committed to helping the rural poor must work in partnership with local groups, basing their role on the types of support requested by the local groups rather than promoting 'international developmentalism'.

081. Oakley, P., and Marsden, D. 1989. *Approaches to Participation in Rural Development*. Fifth Impression. Geneva, Switzerland: International Labor Organization, 91 pp. ISBN 92-2-103594-8.

The growth in acceptance of participation as a development objective is reflected, in part, in increasing references to people's participation in official documents and debates on development. However, there has been misunderstanding and confusion about its meaning, objectives, and approaches to its promotion. To clarify these, the authors enlist: the definitions of participation; several obstacles to its promotion; and projects and programs ostensibly designed to strengthen participatory aspects.

Two interpretations of participation are contrasted here. The first one is a widely accepted view that participation is an input to development where people

are mobilized, whereas the second regards participation as empowering the rural poor to play an effective role in rural development. The five illustrative cases presented in this volume provides an indication of what is involved in the empowerment process. These cases also show a wide diversity in initial objectives, the methods used to promote organization and participation, and the results achieved. In concluding, the authors draw together the common elements of a participatory approach to development. In recognizing that there is no universal mode of participation, they delineate some of the building blocks of a more complete analysis of the theory and practice of participatory approach to rural development.

082. Obel, Elizabeth. 1989. "Women and Afforestation in Kenya." In *Voices from Africa*. Issue No. 1. Geneva, Switzerland: United Nations Non-Governmental Liaison Service, pp. 15-26.

Women's groups in Kenya provide an important and invaluable service to the local communities, as suppliers of trees for woodfuel, building, fruit, shade, and fodder. With the increasing realization that rural forestry is inconceivable without the active participation of women, this article recommends that women's groups be given maximum assistance, support, training, and guidance in afforestation and agroforestry technologies. Women's groups have proven to be an effective medium for extending rural forestry and other rural development activities, which are integral to sound environmental management and national development.

083. Ocloo, Vincentia. 1991. **Farmers' participation in extension projects in Africa: Some issues and prospects.** Report Prepared for the International Economic Relations Division. The World Bank, Washington, D.C., 24 pp. + appendices.

This exploratory study on farmers' participation in agricultural extension in Africa, was commissioned by the World Bank as part of its learning exercise on popular participation. It is noted that farmers have participated only to a limited extent in Training and Visit (T&V) extension programs in Africa. Even

when participation is defined broadly, farmers' participation in T&V programs has been low and uneven in all stages of program development and management. Among the several factors that have affected their participation are: the lack of organized structures, problems inherent in attitudes of both farmers and extension staff, problems with the organization of extension programs in the framework of T&V, the calibre of field extension staff, and the Bank's mode of operation.

The report recommends that the Bank initiate the development of mechanisms for planning and implementing extension programs in the context of what is cost-effective, sustainable, and responsive to farmers' needs. This implies that the Bank support joint efforts between relevant government institutions (including universities), farmers' organizations, NGOs, and other private sector agencies.

084. OECD. 1992. *Directory of Non-Governmental Environment and Development Organizations in OECD Member Countries*. Paris, France: Organization for Economic Cooperation and Development, 409 pp. ISBN 92-64-03536-2.

This specialized directory contains information on 649 NGOs in the Organization for Economic Cooperation and Development's (OECD) Member Countries that focus on environment and development. Profiles of the NGOs describe their aims, education work, and actions in developing countries. Cross-referenced indexes provide access to information on 'who is doing what and where' in this field.

Documenting the wide variety of NGOs involved in environment and development action and education, this directory serves as a unique and comprehensive guide for development practitioners and planners, as well as for those interested in the environment. It complements the *Directory of Non-Governmental Development Organizations in OECD Member Countries*, published in 1990 by OECD.

085. OECD. 1990. *Directory of Non-Governmental Development Organizations in OECD Member Countries*. Paris, France: Organization for Economic Cooperation and Development, 708 pp. ISBN 92-64-03373-4.

This updated and improved edition of the directory provides concise descriptions of the aims, development education work, and development activities of 2,542 non-governmental organizations in the Organization for Economic Cooperation and Development's (OECD) Member Countries. Cross-referenced indexes facilitate access to information on 'who is doing what and where' in development. In documenting the wide range of these NGOs' activities, this directory serves as a unique and comprehensive guide for development planners and practitioners worldwide.

086. OECD. 1988. *Voluntary Aid for Development: The Role of Non-Governmental Organizations*. Paris, France: Organization for Economic Cooperation and Development, 154 pp. ISBN 92-64-13153-1.

A historical approach is followed in presenting NGOs of the Organization for Economic Cooperation and Development's (OECD) Member Countries and their evolution in developmental matters to date. NGOs of developing countries are discussed with an emphasis on the organizational types, such as self-help groups at the grassroots level and their federations, institutions and organizations which promote and support self-help groups through the provision of technical assistance, training, credit, etc., and consultative NGO councils. Issues of central interest to NGOs' developmental activity include replicability, institution-building, impact, the links between micro level at which they usually operate and development policies, and the types of evaluation most suited to partner NGOs in developing countries.

In addition, the report provides findings from research and experience on other issues of current interest, such as NGOs' role in the promotion of appropriate technology, the advocacy by NGOs of 'triangular operations' to respond to food requirements in some African countries, and new financial tools that are being evolved by NGOs. Arrangements to institutionalize a dialogue between NGOs and OECD's Development Assistance Committee, and

co-funding of NGO developmental activities by all Member Countries are also discussed. Recommendations from a wide array of evaluations pertinent to the performance of NGOs as development agencies and the adequacy of current programs and arrangements for public sector cooperation with them, are summarized. Apart from these, the involvement of NGOs in informing the public through development education, and the challenges and implications in enhancing closer interaction between the private voluntary and public sectors are presented.

Oleson, J., see 020

Ofosu-Amaah, W., see 070

087. Opsal, K., and Talbott, K. 1989. **Rwanda environmental action plan/NGO component**. Back to Office Report (February 27 - March 10, 1989). The World Bank and the World Resources Institute, Washington, D.C., 17 pp. + appendices.

A synopsis of interviews with representatives from NGOs in Rwanda during a World Bank/USAID funded mission is given. The report focuses on the NGO component of the National Environmental Strategy for Rwanda's Environmental Action Plan (SNER/PAE). The results of the field work follow brief descriptions of the SNER/PAE process, the institutional setting of informal and local organizations, and the role of NGOs in development in Rwanda. The conclusion presents options for further NGO involvement in SNER/PAE.

088. Osborn, T. 1990. "Multi-Institutional Initiatives to Participatory Technology Development: A Case Study from Senegal." Agricultural Administration Network Paper 13. London: Overseas Development Institute, 32 pp.

Declining rainfall in Senegal means that farmers' traditional crop varieties may no longer be suited to new climatic conditions. Often, new varieties potentially more appropriate to these conditions have been released by research, but not tested adequately with farmers. This paper describes the work by the On-Farm Seed Project to identify the varietal requirements of two main groups of rice farmers in

the Casamance area, the introduction of new varieties on a pilot scale, the adjustments to farming practices that they imply, and farmers' reactions to them. The work is particularly innovative in bringing together agencies within and outside the public sector in the testing of new material.

089. Ostrom, Elinor. 1990. *Governing the Commons: The Evolution of Institutions for Collective Action*. Cambridge, U.K.: Cambridge University Press, 280 pp. ISBN 0-521-37101-5.

The governance of natural resources used by many individuals in common, is an issue of increasing concern to policy analysts. Both state control and privatization of resources have been advocated, but neither the state nor the market has been uniformly successful in solving common-pool resource problems. After critiquing the foundations of policy analysis as applied to natural resources, the author provides a unique body of empirical data to explore the conditions under which common-pool resource problems have been satisfactorily or unsatisfactorily solved.

The author first describes three models most frequently used as the foundation for recommending state or market solutions. Secondly, theoretical and empirical alternatives to these models in order to illustrate the diversity of possible solutions are outlined. The following chapters use institutional analysis to examine different ways - both successful and unsuccessful - of governing the commons. In contrast to the propositions of the 'tragedy of the commons' argument, common-pool problems sometimes are solved by voluntary organizations rather than by a coercive state. Among the cases considered are communal tenure in meadows and forests, irrigation communities and other water rights, and fisheries.

090. Otto, Jonathan. 1992. **How does your garden grow: An inquiry into NGO promotion of dry season agriculture in Niger.** *The Impact Reports of the PVO/NGO Initiatives Project*. DATEX, Inc., Washington, D.C., 21 pp.

U.S. PVOs and Nigerian NGOs and their activities in support of gardening are the foci of this study. It

emphasizes the kinds of relationships that PVOs and NGOs use in supporting gardening. Gardening is a core activity of many NGOs in Niger, and is at the intersection of their efforts in natural resource management, food security, health and nutrition, appropriate technology, small scale enterprise and community development. Supporting intensive dry season agriculture is a development intervention within the technical and financial resources of most NGOs, as recent history in Niger illustrates.

The first part of this study deals with the political, environmental, and organizational context of NGOs and gardening in Niger. This is followed by a series of mini-case studies that look at key features of select gardening support efforts. The last section provides an appraisal of NGOs' impact, the role of collaboration, observations on the future, and suggestions for improving interventions in this sector.

091. Otto, J., and Drabek, A. 1992. **Designs for collaboration: A study of PVO/NGO umbrella projects in Africa.** *The Studies of the PVO/NGO Initiatives Project*. DATEX, Inc., Washington, D.C., 142 pp. + appendices.

This study examines the recent track record of USAID supported PVO/NGO umbrella projects in Africa in order to: document the diversity of approaches, identify their successful and unsuccessful or dysfunctional aspects, and provide the basis for developing strategies with regard to this funding mechanism. The objective is to permit both USAID and its partners in the PVO/NGO community to improve their effectiveness in current and future umbrella projects, and to apply the lessons learned to other forms of USAID/PVO/NGO collaboration.

The study concludes that umbrella projects are a flexible mechanism for enlarging the PVO/NGO operations, improving their capacities, and opening possibilities for USAID involvement with beneficiary groups which is not easily reached by other programming approaches. Design and collaboration aspects that affect the effectiveness and limit the potential of umbrella projects, form part of the core analysis.

092. Otto, Jonathan. *et al.* 1988. **Natural Resource Management Support (NRMS) Project: Final report on support to PVOs/NGOs in Africa in natural resource management in Sub-Saharan Africa.** International Institute for Environment and Development of the World Resources Institute, Washington, D.C. 58 pp.

This study seeks to provide management and design recommendations for the mechanism by which the Natural Resources Management Support (NRMS) Project funds can be made available to strengthen U.S. PVOs and African NGOs in the area of natural resource management, through the provision of technical and training services. Major findings of this study, design suggestions, and management recommendations are detailed in the report.

093. PACT. 1990. **Partnership and popular participation in natural resource management in the Sahel.** Report of the Conference at Levis, Quebec, 13-16 November 1990. Private Agencies Collaborating Together, Inc., Washington, D.C., 13 pp.

The conference sought to examine specific development themes and provide inputs to the Segou Roundtable held in Mali in 1989. The Roundtable had a definite impact on donor countries which are members of the Club du Sahel, as also on beneficiary members of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), but had little influence on the larger NGO community. Yet that meeting, and the one subsequently held in Arusha, Tanzania (February 1990) were significant in that they focused on topics crucial to the future of the development process in Africa.

To extend the progress of the above meetings, the Private Agencies Collaborating Together (PACT) and Solidarite Canada Sahel (SCS) took the initiative to organize this conference for Sahelian, American and Canadian NGOs, USAID, and the Canadian International Development Agency (CIDA). PACT and SCS provided a forum for NGOs to describe and analyze their partnerships, and develop guidelines which would inspire and improve future relationships. This summary report reflects the evaluations of conference participants, and demonstrates the

importance of holding discussions on the strategic dimension of natural resource management in order to approach partnership. Administrative decentralization, territorial management, and popular participation are also covered in this report. Abstracts from presentations, conclusions of the conference, and general recommendations from the participants are included.

094. Paul, Samuel. 1988. "Governments and Grassroots Organizations: From Co-Existence to Collaboration." In J.P. Lewis, ed., *Strengthening the Poor: What Have We Learned?*. New Brunswick, New Jersey: Transaction Books, pp. 61-71.

Developing countries vary widely in their institutional strategies for eradicating poverty. While some depended largely on the market as the prime mover to promote growth and alleviate poverty, others have relied heavily on public sector interventions and public hierarchies. In recent years, there has been a resurgence of interest among several donors and developing countries in grassroots organizations as the preferred alternative for strengthening the poor. Community groups, NGOs, cooperatives, and local government agencies fall within this category.

Community organizations often emerge from local initiatives, and in many countries such groups are a part of the social tradition. NGOs, on the other hand, generally tend to be external 'intervenor' who may, among other things, create and support such community groups. Cooperatives may originate locally or come into being through governmental or NGO initiatives and support. Local governments typically are elected bodies, empowered by the state to perform specified local functions. All of these grassroots organizations support collective action through the participation of local people. The champions of the grassroots institutional alternative tend to mistrust the capacity of the market place and of central governments to respond effectively to the challenge of poverty alleviation.

095. Paul, S., and Israel, A. eds. 1991. *Non-Governmental Organizations and the World Bank: Cooperation for Development. World Bank Regional and Sectoral Studies*. Washington, D.C.: The World Bank, 162 pp. ISBN 0-8213-1924-8.

In recent years, NGOs have emerged as increasingly visible and forceful elements in the international development scene. NGOs have not only championed and financed the causes of environmental protection, poverty alleviation and other social concerns, but have also been active advocates of policies in these and other areas. With the advent of NGOs from both industrialized and developing countries collaborating in development initiatives, a new and significant pattern of interaction is emerging among NGOs and other actors in development.

In developing countries, NGOs have begun to work with the governments, while on the international side, bilateral and multilateral donors are increasingly cooperating with NGOs. Given the newness of these collaborative endeavors, there is much to be known about the nature of these interactions, the processes involved, and their outcomes. Under this circumstance, this book attempts to take stock of the World Bank's cooperation with NGOs in recent years, especially in light of the evolving role of NGOs in development. The book contains a collection of papers on the role and limits of NGOs in development. It combines a global review of what NGOs are and what they can do in the development process, with an analysis of the experience of one international development agency, the World Bank, in working with NGOs in its operations.

096. Peuker, Axel. 1990. **Debt-for-nature swaps**. The World Bank, Washington, D.C.

Some important issues concerning debt conversion related to environmental investments are examined. It is pointed out that, though these swaps are no panacea for debt or environmental problems, they can be an attractive instrument for NGOs, creditor countries, and debtor countries alike. The concept of debt-for-nature swap is introduced and a description of some of the varieties of such swaps, are provided. Additionally, two swap operations undertaken in Madagascar are detailed, and the benefits of the

swaps for various actors are analyzed. Attention is also paid to the role of multilateral development agencies in furthering debt-for-nature swaps.

Although the benefits and motivations may differ across actors, on the whole, there are good economic, political, and public relations reasons for pursuing debt-for-nature swaps. NGOs are the main beneficiaries of these transactions. Creditor countries can use these swaps as a convenient mechanism to strengthen public support for official debt relief, while at the same time, contributing to the preservation of fragile ecosystems which are often of global importance. Debtor countries can attract additional funds by offering leverage, and direct them to environmental activities which are in their long-run interest. The potential role of multilateral development agencies exists mainly as a broker and in providing information and technical assistance concerning debt-for-nature transactions.

Purcell, R.B., see 074

097. Resch, T., Gulick, F., and Catterson, T. 1986. "Analysis of PVO Activities in Africa in the Area of Natural Resources/Environment /Agriculture: A Review of Current Situation." Paper Presented at Natural Resources Management as a Basis for Sustainable Development in Africa: A Research Workshop on the Role of Private, Non-Governmental Organizations, Washington, D.C., 21 March 1986. Washington, D.C.: Congressional Research Service, 10 pp.

With the Sahelian drought from 1968 to 1974 and its continuance in the early 1980's and, with the increased national awareness and international development assistance to Africa, NGOs have become important players in natural resource and environmental management as well as agriculture. This paper discusses four categories of private NGOs: U.S.-based PVOs in international development, indigenous NGOs, U.S.-based conservation organizations with international programs, and other private organizations concerned with international development.

Although there is an indication that these organizations have basic institutional strengths to

promote environmentally sustainable rural development, there is also danger that too much assistance in a short period of time may result in the waste of scarce resources (as seen in the case of exceeded development assistance that was beyond the absorptive capacities of the governments of dry Africa). Therefore, activities by the development community with NGOs must be measured and informed.

098. Ross, Bruce. 1987. Support for technology transfer to NGOs and PVOs promoting forestry and agroforestry in Africa. A Concept Paper. Energy/Development International, Washington, D.C., 35 pp. + appendix.

PVOs/NGOs manage over one-fourth of USAID-sponsored tree planting activities in Africa, and both USAID's forestry investment and its use of PVOs/NGOs as providers of technical assistance are expected to become more important as USAID implements its Plan for Supporting Natural Resource Management in Sub-Saharan Africa (PNRM). In this context, this study provides recommendations for an action plan relating to agroforestry technology transfer that would be implemented either within the framework of USAID Africa Bureau's Natural Resources Management Support (NRMS) Project, or at USAID Mission levels through the Bureau's Plan for supporting natural resources management in Sub-Saharan Africa.

A detailed treatment of agroforestry technology transfer is provided for use in the design of PVO support component of the NRMS Project. In addition, the report also offers some concrete suggestions for action within natural resource projects and programs at the USAID Mission level.

099. Ross, B., and Getahun, A. 1987. Support for technology to NGOs and PVOs promoting forestry in Africa. A Concept Paper. Energy/Development International, Washington, D.C.

This paper aims to facilitate the development of USAID activity to meet the technology transfer needs of NGO and PVO projects. While existing technology transfer mechanisms are insufficient, USAID should

create the position of technology transfer facilitators, who would be responsible for such activities as workshops, journals, information exchange, and promoting comprehensive planning for technology transfers and monitoring their implementation. Moreover, PVOs/NGOs are not likely to develop adequate technology transfer without intervention from USAID or other donors, therefore, technology transfer networks should be organized on a national and multi-country basis instead of an ecology-zone basis. Further, adequate technology transfer to promoters of farm forestry in Africa is not happening because most of the necessary conditions for this transfer are not being met.

These conditions include: knowledgeable and capable people at the source and receiving end of the transfer; participation of a facilitator who understands the technology transfer process, the market for the technology and its products, and the constraints and opportunities affecting the other actors; involvement of users and transfer agents in choosing the technologies to be transferred, and in planning the transfer process; and demonstrations in physical, social, and financial environments that are similar to actual conditions of resources sufficient to support the technology transfer process until it is self-supporting.

100. Shaikh, Asif. ed. 1989. The Segou Roundtable on local level natural resources management in the Sahel. Report of The Segou Roundtable, Segou, Mali, 22-27 May 1989. Energy/Development International, Washington, D.C., 27 pp. + appendices.

This report is a result of the meeting jointly sponsored by the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) and the Organization for Economic Cooperation and Development's (OECD) Club du Sahel in 1989 for local groups, governments, and international organizations (public sector donors and PVOs) to discuss natural resource management in the Sahel. The report chronicles the Segou Roundtable and looks at the events leading to the meeting, participants involved, and sub-group discussions.

Eight principles were established, which, if acted upon, would create the preconditions necessary for sustainable natural resource management in the Sahel. They include: an increase in investments to

rehabilitate the land, greater involvement of local communities in resource management, decentralized management to improve efficiency, an increase in the security of land tenure, an increase in local investment through local credit and mobilization of savings, greater participation of women, improvements in information exchange, and a stabilization of the imbalance between population growth and production capacity. The final sections discuss how the Segou Declaration has realigned priorities for natural resource management in the Sahel, and follow-up efforts needed to ensure the impact of Segou on field efforts.

Singer, A., see 018

Singh, R., see 055

101. Smith, Brian, H. 1987. "An Agenda of Future Tasks for International and Indigenous NGOs: Views from the North." In Anne Drabek, ed., *Development Alternatives: The Challenge for NGOs. World Development*, (Supplement), 15: 87-93. U.K.: Pergamon Journals Ltd. ISSN 0305-750X.

Differences of viewpoints exist within the NGO network regarding critical issues affecting the future division of roles between international and indigenous NGOs. One view (common in South) is that greater responsibility should be delegated to indigenous NGOs in resource allocation, project approval, and ongoing oversight. Another view (prevalent in the North) is that more professionalization is needed in institutional management, evaluation and reporting procedures, and that more financial support for projects be forthcoming from the South. There are growing pressures on international NGOs in their home societies to make improvements on these fronts. They, in turn, are pressing indigenous NGOs to cooperate in meeting these challenges. They believe decentralizing authority in the NGO network alone will not resolve them.

102. Smuckler, R.H., Berg, R.J., and Gordon, D.F. 1988. *New Challenges, New Opportunities: U.S. Cooperation for International Growth and Development in the 1990s*. East Lansing, Michigan: Center for Advanced Study of

International Development, Michigan State University, 40 pp.

The report draws upon a national project organized by the Michigan State University to study and advise on U.S. policies of economic cooperation with the Third World in the 1990s. The report identifies: broadly based growth, an effective attack on poverty, and an end to destruction of the environment as cardinal objectives, which calls for re-examining and recreating U.S. policies and programs for development, for progress in the developing countries is seen increasingly important to the U.S. While different countries in the Third World present different challenges, the need to move to a cooperative style with strongly advancing countries and in those less developed countries, the need to maintain aid, while at the same time, pointing toward new cooperative modes in the future, are stated.

Specific recommendations are made in the light of the above objectives, and for developing a new U.S. cooperation that requires actions well beyond what any one U.S. agency can do: actions that will be broader than international policy alone and improved coordination of national resources. In initiating new modes of cooperation, it is necessary to sort out development funds from short-term political and military aid so that cooperation for sustainable development can build its own constituencies. The report states that official U.S. programs should more fully assess the lessons of the NGO community to help shape future U.S. programs and policies.

103. Staudt, Kathleen. 1991. *Managing Development: State, Society and International Contexts*. London: Sage Publications, 282 pp.

This book brings out the many different factors that influence the attitudes, cultures, styles, and approaches of the institutions concerned with development. There is a substantial compilation of comments and criticisms about these institutions - local, national, international, and NGOs. First, contexts are discussed: basic conceptions from different view points, cultural aspects, and political aspects. The abovementioned institutions are talked about in the second part. Lastly, special problems in development management are highlighted through

emphasizing some of the more obvious weaknesses in the development of two major intervention-inviting sectors, agriculture and health.

104. Stremlau, Carolyn. 1987. "NGO Coordinating Bodies in Africa, Asia, and Latin America." In Anne Drabek, ed., *Development Alternatives: The Challenge for NGOs. World Development*, (Supplement), 15: 213-225. U.K.: Pergamon Journals Ltd. ISSN 0305-750X.

As NGOs, governments, and international assistance agencies seek ways to strengthen the capabilities of NGOs, they are looking increasingly to NGO coordinating bodies. These membership organizations perform a variety of functions for NGOs, including serving as a forum, providing services, facilitating contact between government and NGOs, and allocating donor funds to NGO projects. Most coordinating bodies are relatively young organizations still in the process of defining their roles and functions. As they develop, they must balance the needs of diverse memberships, as well as the expectations of governments and donors.

Talbot, L., see 041

105. Talbott, Kirk. 1988. **Report on PVO/NGO survey for West Africa: IIED/USAID/NRMS Project.** International Institute for Environment and Development of the World Resources Institute, Washington, D.C., 39 pp.

This is a synopsis of interviews held in West Africa with USAID Missions, U.S. PVOs and NGO representatives familiar with Natural Resource Management Support (NRMS) strategies and actions relevant to the USAID Africa Bureau's NRMS initiative. The report encapsulates the information exchange that happened during the interviews with individual country representatives. In describing the results of the survey of selected PVOs/NGOs in West Africa, the report addresses the following categories of information concerning both U.S. PVOs and African NGOs: track record, specific natural resource management experience, financial and professional integrity, interest in the project, and particular technical assistance related needs, as well as benefits

the organization can offer to the project management. It also contains some value judgements relating to individual organizations, general NRMS Project mechanisms, and potentials for tapping into existing PVO/NGO networks.

106. Talbott, K., and Furst, M. 1991. **Ensuring accountability: Monitoring and evaluating the preparation of National Environmental Action Plans in Africa.** Center for International Development and Environment; and World Resources Institute, Washington, D.C., 17 pp.

A serious look is taken at the developing National Environmental Action Plans (NEAP) in Africa, and issues and questions about the need for monitoring and evaluating this process are raised. So far, little has been written about measuring progress in the planning of a national action plan. Hard data, measurable indicators, and completely objective criteria, are difficult to apply to a planning process. In order to provide a measure of accountability, an effective monitoring and evaluation system is required for NEAP's preparation and its future implementation. The paper provides some suggestions to help meet the complex set of challenges facing NEAP managers as they embark on the difficult task of building a participatory, inter-sectoral, and long-range NEAP. In addition, it presents critical issues and suggests some indicators and criteria related to measuring, monitoring, and evaluating the stated objectives of the NEAP process.

Talbott, K., see also 069, 087

Tall, M.M., see 108

Tanjong, E., see 001

107. Thomas-Slayter, B., Kabutha, C., and Ford, R. 1991. **Traditional village institutions in environmental management: Erosion control in Katheka, Kenya. From the Ground Up Case Study Series**, No. 1. Washington, D.C.: World Resources Institute.

The residents of *Katheka Sublocation*, Machakos district, Kenya have twice been involved in the construction of bench terraces to control erosion and stabilize agricultural production. While the first effort

was coerced, resisted and not sustained, the second relied on traditional volunteer groups who constructed over twenty kilometers of terraces - an effort that continues today. Realizing that single households alone do not possess the expertise to halt natural resource degradation in the Sublocation, traditional *mwethya* self-help groups were revitalized and mobilized. These groups had historically contributed to the community in times of disasters, and so were chosen as the social force to implement the terracing. Participation in such groups are overwhelmingly female which matches their traditional role in agricultural development and resource management.

The leadership of these groups is cited as critical. The members of these groups effectively organize meetings, maintain financial records, assign tasks to individuals and groups, set work quotas for individuals, establish rotation systems among members, mediate conflicts concerning resource use and activities, and introduce new conservation and marketing techniques. The *mwethya* groups have benefited from the support and encouragement of traditional, governmental, and non-governmental village leaders. The assistant chieftain is particularly important in this linkage: he organizes the public discussion of community priorities, praises the work of the groups, informs the community of project progress, and facilitates communication between villagers and external institutions. The villagers and *mwethya* groups are faced with one external force over the control of a key resource - Nairobi construction businesses remove water-retaining sand from the river beds through legal permits which reduces the water retention capacity and weakens the earthened terrace infrastructure. This study illustrates how rural people participate in Kenya's public arena when pitted against wealthy business and political elites.

108. Thomson, J.T., and Tall, M.M. 1991. **Non-centralized provision of public services and governance and management of renewable natural resources in contemporary Mali.** Volume I, Final Report. *Studies on Decentralization in the Sahel*. Associates in Rural Development, Inc., Burlington, Vermont, 14 pp. + appendices.

This volume summarizes the results of the studies carried out in Mali at the invitation of the Government of Mali, and under the auspices of the Club du Sahel and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS). The report focuses on strategies that local people adopt to provide public services, and to sustain renewable resources indispensable for their survival in a given location. While some of these strategies are indigenous in origin, the others involve ongoing collaboration and co-production with state technicians, project personnel, and agents of NGOs.

Many local communities mobilize large amounts of resources (labor, materials and cash), and such local efforts illustrate the capacities and limitations of local communities in providing public services and renewable natural resource (RNR) governance and management. They also highlight the impact of national institutions, rules, and practices on local efforts to provide services and RNR management and governance. The report makes several suggestions for follow-on activities upon reviewing applied research findings and conclusions.

Thomson, J.T., see also 036

109. Treville, Diana de. 1990. **An assessment of the prescriptive revegetation project encompassing site visits in Senegal, Mali and Burkina Faso.** Winrock International Institute for Agricultural Development, Morrilton, Arkansas, 28 pp. + appendices.

This study conducted for the National Research Council's Board on Science and Technology for International Development (BOSTID), assesses the results of the Prescriptive Revegetation Project. The Project is to help BOSTID undertake a program of seed distribution and species evaluation in the Sahel. The activity will result in appropriate seeds being supplied to researchers in the Sahel, and other similar areas for species trials.

In this program, BOSTID seeks to identify those species that will perform well in arid and semi-arid regions, and share this knowledge as well as germplasm with other institutions and organizations (including NGOs) engaged in germplasm multiplication, storage and distribution. It is noted that

a major paradigm shift in research directed to natural resource management, forestry, and agroforestry seems to be taking place, which is characterized by the growing consensus that the kind and method of research conducted in the past needs to be critically assessed. Recommendations that are consistent with this shift are detailed in the report.

110. Treville, Diana de. ed. 1990. **Research-client linkages: The role of NGOs in agroforestry and natural resource management technology development and transfer with case studies of Winrock projects from Sudan - Senegal - Kenya.** A Working Draft. Development Studies Center, Winrock International Institute for Agricultural Development, Morrilton, Arkansas.

An overview of the topic is provided, followed by an analysis of the advantages of collaborative linkages between NGOs and research entities. What can be gained by each of the three sets of actors: NGOs, research entities, and clients of the research is briefly discussed here. Based on three case studies of Winrock projects, a comparative analysis and matrix are developed. Finally, recommendations for future action are given. The examples provided in this text represent a number of projects in Sub-Saharan Africa and the Sahel having agroforestry research and/or extension components, which the authors have assessed or participated in implementing.

111. Twose, Nigel. 1987. "European NGOs: Growth or Partnership?." In Anne Drabek, ed., *Development Alternatives: The Challenge for NGOs. World Development*, (Supplement), 15: 7-10. U.K.: Pergamon Journals Ltd. ISSN 0305-750X.

A number of dilemmas facing European NGOs today, particularly those working in Africa, are addressed. These include the constant tension surrounding fundraising activities, the role that NGOs are now playing in light of increased emphasis on private sector development strategies, the nature of Northern NGO interaction with lesser developed country (LDC) governments including the relationship between NGO activities and official development plans, and the

position of Northern NGOs *vis-a-vis* Southern NGOs and target populations. The author stresses the need for European NGOs to focus more on building an educated public constituency to support development issues.

112. UNDP. 1992. **Progress report on the Africa 2000 Network.** United Nations Development Program, New York, 29 pp.

As the annual report of the Africa 2000 Network, this report briefly reviews the Network's structures and operation, and presents in a succinct form, the recommendations made by the Network's Advisory Group and the mid-term review. The following section describes the progress made in programs during 1991, highlighting in particular, the interaction between the approach adopted and the activities. All the changes that have taken place, both in the Network structures and the choice of activities financed, stem from the Network's underlying philosophy.

The Network, on the one hand, seeks to support communities in their efforts to implement sustainable development which respects the environment. On the other hand, it encourages the establishment of networks which will facilitate the exchange of experience among communities living in similar situations, and give them access to the technical support they require. Finally, the report presents a budget statement for the calendar year 1991 describing the Network's future prospects.

113. UNDP. 1991. **Project summary report 1989-1990.** A Report of the Africa 2000 Network. United Nations Development Program, New York, 52 pp.

The Africa 2000 Network commenced its field programs in 1989 and presently covers a number of countries in West Africa. The Network supports activities that originate from the population itself, especially those which are given high priority in their daily activities, and in their social and economic life. These initiatives are expected to lead to protection of environment and promote sustainable development.

As of December 31, 1990, the Network had financed 105 projects, ninety-five of which have directly involved about 820 village communities. The remaining were training projects, or regional projects that involve several communities. The projects supported by the Network include: afforestation, water and soil management, preservation of agricultural produce, and training. This summary report contains a country-wise description of projects supported by the Network.

114. UN/NGLS. 1990. *Environment and Development Newssheet*. Issue Nos. 5, 6 and 7. Geneva, Switzerland: United Nations Non-Governmental Liaison Service.

These newssheets of the November 1990 report of the Preparatory Committee of the United Nations Conference on Environment and Development (UNCED), focus essentially on the inter-relationship between two crucial problems of the world today: environment and development. Though modest in size, it represents an important step in the recognition of the role of NGOs as privileged partners in any form of genuinely participatory development.

115. UN/NGLS. 1990. *Voices from Africa: NGOs and Grassroots Development*. Issue No. 2. Geneva, Switzerland: United Nations Non-Governmental Liaison Service, 114 pp.

This publication contains ten articles by NGO activists from different African countries, organized around the theme of the role of NGOs involved in grassroots development work in Africa. On the whole, these articles reflect the recent origins and relative newness of the African NGO scene, portray the different aspects of the multi-faceted role of NGOs in Africa's development, and addresses the challenges to be overcome to fully realize the potential of African NGOs. Important among the concerns and issues discussed here are the NGOs' evolving relationships with grassroots communities, governments, donors, and with each other. There is general dissatisfaction among the authors in referring to the term 'NGO' in the African context, because of its negative connotations which might be construed to imply opposition to the government.

116. UN/NGLS. 1989. **United Nations and Sub-Saharan Africa: Profiles of United Nations system agencies, funds, programmes and services and their work for the development of Sub-Saharan Africa**. United Nations Non-Governmental Liaison Service, Geneva, Switzerland, 145 pp.

This collection of profiles is produced as a companion volume to *Non-Governmental Organizations & Sub-Saharan Africa: Profiles of Non-Governmental Organizations based in Western Europe, Australia and New Zealand and their Work for the Development of Sub-Saharan Africa*, published by United Nations Non-Governmental Liaison Service in 1988. The compendium attempts to contribute to a clearer and more comprehensive understanding of the operational work carried out in Sub-Saharan Africa by the United Nations and its various agencies, funds and programs, and of some of its other activities, such as policy formulation, training, development education/information and publications. It also depicts opportunities that exist for collaboration with NGOs. The annex provides addresses of those United Nations organizations and services that are not profiled.

117. UN/NGLS. 1988. **List of NGO members of the Sahelian Consortia: Sahel Information System NGO Network**. United Nations Non-Governmental Liaison Service, New York, 66 pp. [French].

The directory lists country-wise member NGOs from Burkina Faso, Mali, Niger, and Senegal in the Sahelian Consortia. It provides organizational information for each of these member NGOs, including name, address, contact person, location of headquarters, date of incorporation, and principal activity areas. The directory is cross-indexed by organization and activity areas.

118. UN/NGLS. 1987. *A Directory: NGOs in the Forestry Sector*. Second Africa Edition. New York: United Nations Non-Governmental Liaison Service, 256 pp. + appendices.

Profiles of forestry-oriented NGOs throughout Africa are provided in this directory. Its purpose is to:

facilitate information sharing and the exchange of expertise and other linkages between NGOs in Africa, serve as a tool to assist NGOs with their tree planting efforts, assist with the process of cataloging resources which will serve NGOs doing forestry-related activities in Africa, and assist with the establishment of a Pan-African NGO network.

The directory is divided into three sections: the first section contains profiles of indigenous and Western NGOs in Africa arranged alphabetically by countries and organizations, while the second lists some sources of practical, technical, and policy level information related to tree planting and environmental activities in Africa. The third section is a series of summary indexes which provide key information at a glance - it lists the primary activities and major areas of focus of NGOs alphabetically by country.

119. Uphoff, Norman. 1986. *Local Institutional Development: An Analytical Sourcebook with Cases*. West Hartford, Connecticut: Kumarian Press, 421 pp. ISBN 0-931816-45-9.

While donor agencies have begun recognizing the importance of local institutional development (LID) to overall development success, there is little explicit analysis of what kinds of models are most appropriate, for what tasks, and how they could be best supported. In an effort to fill this gap, this book provides a systematic treatment of LID, balancing analytical and action-oriented concerns of researchers and practitioners. The first chapter characterizes local institutions (political, bureaucratic, membership-based, service, and profit-oriented), providing a framework for discussing LID strategies.

Chapters two through six focus on five main rural development areas, viz., natural resource management, rural infrastructure, primary health care, agriculture, and non-agricultural enterprises to clarify what kinds and combinations of local institutions seem to mesh well or poorly fit with each. The last two chapters describe strategies for local institutional development, and for developing local capacity to mobilize and manage financial resources. Eighty-one case synopses from various sectors representing the different parts of the world are included.

120. USAID. 1992. **Plan for supporting natural resources management in Sub-Saharan Africa**. Regional Environmental Strategy for the Africa Bureau. United States Agency for International Development, Washington, D.C., 53 pp.

Although the complexity, severity, and uniqueness of Sub-Saharan Africa's development and environmental situation is difficult to comprehend, the visible link between human suffering and environmental degradation is evident. USAID has been a major donor supporting environmental and natural resources programs in Africa for fifteen years. Despite accomplishments and lessons learned, Africa's environmental problems remain a difficult challenge, and its natural resources potential can serve as a basis for reviving the rural agricultural economy and stimulating broad-based growth.

The intention to maintain long-term commitment to Africa and the need to articulate and coordinate USAID's approach to Sub-Saharan Africa's problems, led to the approval of this Plan for Supporting Natural Resources Management in Sub-Saharan Africa (PNRM). The Plan will guide USAID, its Bureaus and Missions, in analyzing, choosing, and integrating natural resources programs and activities as key elements of the broad-based development strategy for the region.

121. USAID. 1992. **The A.I.D.-PVO partnership: Sharing goals and resources in the work of development**. United States Agency for International Development, Washington, D.C., 20 pp.

USAID has long supported the important contribution of PVOs to development efforts in the less developed world. The legislation governing U.S. development assistance policy reflects the expanding role and level of PVO involvement in the development process.

This publication by the Office of Private and Voluntary Cooperation (PVC), serves as a background document on the history of USAID's cooperation with PVOs, and also acts as a guide in providing a concise description of the various types of support offered by USAID to PVOs. Useful information contained in this document include registration procedures for PVOs

seeking financial support from USAID, conditions and requirements of such registration, the several sources of support within USAID for PVO programs, and brief descriptions of grants programs that support PVO activities.

122. USAID. 1992. The shape and direction of private voluntarism: A changing international role. Executive Summary of the Fifth Meeting of the Advisory Committee on Voluntary Foreign Aid, (September 1992). United States Agency for International Development, Washington, D.C. 7 pp. + appendices.

This executive summary is designed to summarize the primary concerns that emerged during the discussion, and also to present the key conclusions reached by the participants. The first two meetings of this series examined the relationship between USAID and U.S. PVOs from USAID's perspective. The meetings examined long-term development trends and operational implications of those trends for both USAID and U.S. PVOs. The third and fourth meetings looked at the relationship from a U.S. PVO perspective. This fifth meeting combined the preceeding ones by concentrating on programmatic and institutional issues.

The meeting addressed the following key questions: how has the U.S. PVO community has changed over the past ten years, and what are the current programmatic and institutional strengths and weaknesses; what does the altered mix of PVO abilities suggest with respect to the manner in which the private voluntary sector works with USAID; how has the emergence of a strong indigenous independent sector influenced the role of U.S. PVOs; and what types of new relationships and alliances are or ought to be formed between U.S. PVOs and other domestic and international groups. The meeting itself was divided into three segments: the first session addressed the new role of private voluntarism in international development, the second dealt with the changing relationship between U.S. PVOs and indigenous organizations, and the third focused on internal management, strategic alliances and competing priorities.

123. USAID. 1992. Voluntary foreign aid programs. Report of American Voluntary Agencies Engaged in Overseas Relief and Development Registered With the Agency for International Development. United States Agency for International Development, Washington, D.C., 91 pp.

A current picture of the work being carried out by U.S. PVOs that are registered with USAID is presented in this report. Information concerning the geographical and sectorial focus of each PVO, and summaries of their support, revenue and expenditures are included. As of October, 1991, 301 PVOs were registered with USAID. PVOs that were required by USAID to submit support and revenue data, seem to have received \$2,109,644,936 in private contributions, and the U.S. Government provided them with \$1,097,035,599 in the form of grants, contracts, U.S. Government-owned excess property, ocean freight subsidies and Public Law 480 donated food.

124. USAID. 1991. Development issues 1991: U.S. actions affecting developing countries. The 1991 Annual Report of the Chairman of the Development Coordination Committee. United States Agency for International Development, Washington, D.C., 131 pp.

An overview is given of economic assistance programs led and coordinated by USAID during the fiscal year 1990. Chapter one identifies USAID's priorities, such as free markets and broad-based economic growth, individual economic and social well-being, democracy, prudent environmental policies and natural resource management, transnational problems, and humanitarian disaster relief. Chapter two examines the effect of legal, regulatory, and judicial environment on resource allocation and entrepreneurial initiative, while chapter three provides an overview on world economic issues, including U.S. trade policies and foreign direct investment.

Chapter four addresses progress and problems in food and agriculture, human resources, women-in-development, energy and the environment, institutional and urban development, private enterprises, and disaster and refugee assistance. Chapter five summarizes programs to promote

growth, including the U.S. bilateral economic assistance; programs of the Overseas Private Investment Corporation, the Peace Corps, and the PVOs; the U.S. Trade and Development Program; and programs in support of regional development foundations. The last chapter examines U.S. support of multilateral programs of the United Nations, inter-American organizations, the Development Assistance Committee, and multilateral banks.

125. USAID. 1991. The environment initiative: Progress update. United States Agency for International Development, Washington, D.C., 5 pp.

The expansion of USAID's environmental activities has been encouraged by the U.S. Congress, the Administration, a vocal environmental NGO community, and by a growing number of developing countries. The purpose of this initiative is to begin to focus on the Agency's environmental and natural resource interventions. The initiative was developed by the Environmental Working Group, which will also develop an Agency environmental action plan to translate the initiative into more of an operational document. The action plan will be accompanied by a strategy statement. Both of these are to provide a directional focus for USAID's environmental interventions over the next five years. By involving environmental NGOs in the formulation of the strategy, USAID hopes to strengthen its relationship with the NGO community, and benefit from soliciting their best ideas for program development and implementation.

126. USAID. 1990. Concept paper for project in natural resources and tourism management. A Concept Paper. United States Agency for International Development, Washington, D.C., 16 pp. + attachment.

The paper justifies a project that would stimulate and manage tourism in Uganda through which natural resources in and around parks and protected areas could be sustained. Consisting of three components, the project would be implemented by the Ministry of Tourism and Wildlife, related government agencies, and several U.S. PVOs. The Ministry would receive assistance in tourism planning and policy

development, rehabilitating the tourist services industry and infrastructure, promoting Uganda as a tourist attraction, and in training service providers.

Additionally, rehabilitation of selected parks and game reserves, and enhancing the capabilities of the Uganda National Parks and Game Department to manage these areas are planned. An inventory of park and game resources would also be included in this component. Moreover, U.S. PVOs, such as the World Wildlife Fund (WWF) and the Cooperative for American Relief Everywhere (CARE) are to help preserve habitats outside of protected areas by undertaking sustainable agriculture, tree planting, and conservation education activities.

127. USAID. 1990. Responding to change: Private voluntarism and international development. Advisory Committee on Voluntary Foreign Aid 1990 Report. United States Agency for International Development, Washington, D.C., 44 pp.

This report distills the views of the Advisory Committee members on global trends that influence private voluntarism, and the role it plays as part of the United States' international development program. The political, economic, social, and environmental trends discussed here are already happening and influencing the way in which the United States relates to developing countries. These events are also influencing where, why, and how U.S. PVOs are working overseas.

The integrating theme of this report is the ascendance and vitality of the world's private sector which provides social, economic, and political choices. While fundamental conditions that have shaped and supported the U.S. foreign assistance program have changed so dramatically, it is important to recast the program itself to reflect these new conditions. Through a refocused program that includes a central role for PVOs, the United States can be assured of a model of development that is rooted in American values and consistent with the emerging concept of its own national security.

128. USAID. 1990. Sustainable approaches to viable environmental protection management. A Project Paper. United States Agency for International Development, Washington, D.C., 316 pp.

This project aims to identify and initiate systems for the management of protected areas in Madagascar. A National Association for the Management of Protected Areas (ANGAP) would be established under the project, and PVOs are to receive support for large and small community-level conservation and development activities. The project would also provide long- and short-term technical assistance to ANGAP: help plan a biological diversity policy in collaboration with the National Office on the Environment; coordinate the management of protected areas and the development of their peripheral zones; develop internal financial, administrative, and accounting systems; establish educational, training, and communication networks; and set up a computerized system for monitoring environmental management activities. A major responsibility of ANGAP would include the establishment of a Biodiversity Planning Service that would be responsible for diagnostic studies, data collection, and monitoring of conservation/development activities.

129. USAID. 1989. A.I.D. grant to African Wildlife Foundation to support the broad goal of increasing the effective conservation of natural resources. United States Agency for International Development, Washington, D.C., 13 pp.

The Kenya-based African Wildlife Foundation (AWF) is to receive assistance to provide institutional support to the Uvumbuzi Wildlife Club, a Kenyan conservation organization incepted in 1983 as a 'graduate' association for former members of the youth-oriented Wildlife Clubs of Kenya. During the first phase of the project, AWF would focus on institutional development, and activities that include: organizing the Uvumbuzi secretariat; examining the eligibility and increasing the size of membership; training members through site visits, workshops, and seminars; and strengthening management, program development skills and resource generation. During the second phase, AWF would help Uvumbuzi

members to implement a program for selected youth wildlife clubs.

130. USAID. 1989. Debt-for-nature swap. A Project Paper. United States Agency for International Development, Washington, D.C., 24 pp. + appendices.

The project seeks to increase Madagascar's financial and technical resources for environmental protection by providing funds for a debt-for-nature program to be implemented by the World Wildlife Fund (WWF). A program for managing the protected areas would be established, and its activities would include boundary demarcation, development of management plans, physical infrastructure and buffer zone projects, nature interpretation, as well as environmental education, research and training.

National parks and special and private reserves would receive high priority as they are important to preserving Madagascar's biological diversity. WWF would provide technical assistance to identify key areas for biological diversity protection outside existing parks and reserves. In addition, new conservation projects would be developed and implemented in these areas. The Government of Madagascar's Department of Waters and Forests which is responsible for protected areas, species selection and forest management, would receive institutional support to cover salaries, training, materials, and equipment. Additionally, in-country workshops and field courses are to be held for Malagasy conservation professionals.

131. USAID. 1989. Development and the national interest: U.S. economic assistance into the 21st century. A Report by the Administrator. United States Agency for International Development, Washington, D.C., 121 pp. + annexes.

Emerging issues in development and their impact on American interests, are the foci of this report. Some serious questions about the future, in order for the U.S. to continue to be a crucial engine for progress and economic betterment in today's and tomorrow's world, are raised. The report recognizes the diversity

of the developing world, and also acknowledges the limits of donor nation resources and the impossibility of pursuing a multitude of development goals in the same place at the same time.

The report seeks to evaluate achievements, and envision what can best be done to assist men and women around the world who are dedicated to building better lives. It calls for a national dialogue involving the legislative and executive branches of the U.S. government and, ultimately, the American people themselves.

132. USAID. 1989. Eastern refugee reforestation project, Eastern region: Project completion report. Final Report. United States Agency for International Development, Washington, D.C., 5 pp. + annex.

Promoting tree planting and other conservation practices to counteract deforestation and general environmental degradation in a refugee area in Eastern Sudan formed the objectives of this Cooperative for American Relief Everywhere (CARE) and Government of Sudan's Forest Department coordinated project. Rural Sudanese and refugees were employed in establishing nurseries and plantations consisting of utilitarian, amenity, and fruit trees grown annually for distribution to local individuals and organizations. Owing to design flaws, the project suffered limitations in the areas of identifying appropriate agroforestry techniques, lowering seedling mortality rates, lack of proven technical interventions for providing extension services, remoteness of project headquarters from activity site, and the failure to undertake logframe exercise for monitoring.

Moreover, the design also failed to address the intended purpose of providing relief from immediate unemployment problems in the target areas. However, trial experiments in rainwater management and waterharvesting proved successful. Although the Forest Department benefited from the management and technical training and infrastructure support, the importance of infrastructure provided to host agencies as part of institution building were sometimes undervalued. It is emphasized that the project should provide vehicle and equipment replacement during its final months to ensure the host agency of receipt of

worthy assets. In this case, institutional inputs to the Forest Department were to be refined during the project's follow-on phase.

133. USAID. 1989. Participation and the role of local organizations in the management of natural resources in the Sahel. United States Agency for International Development, Washington, D.C., 12 pp.

The report summarizes the results of the American Council for Voluntary International Action (InterAction) - Solidarite Canada Sahel - USAID - Canadian International Development Agency (CIDA) sponsored conference that aimed to achieve three results: to allow Canadian and U.S. PVOs/NGOs, as well as representatives from CIDA and USAID to share experiences of their approach to natural resource management in the Sahel; to discuss ways of more clearly determining the organizational capacity of rural populations to manage their own resource bases; and to provide a workshop on these issues before taking them to the regional 'encounter' scheduled in Segou, Mali, where rural organizations, Sahelian governments and donors were to discuss the management of village land in the Sahel. The general consensus that emerged from this workshop is that more international conferences, including both donors and NGOs, such as this one, should be held on a regular basis. This bilateral event is hoped to set the stage for multilateral conferences in the future for creating a unified network of international NGOs working with their partners for sustainable natural resource management.

134. USAID. 1989. Project assistance completion report: CDA forestry phase I, refugees area project. Final Report. United States Agency for International Development, Washington, D.C., 10 pp.

Aimed at promoting reforestation and fuelwood production in and near refugee camps in Somalia, this joint initiative of the Cooperative for American Relief Everywhere (CARE) and other PVOs did not meet all the quantitative targets, but succeeded in increasing the awareness of forestry activities among government agencies, potential donors, and beneficiaries. Training refugees in shade tree planting, employment generated

through nursery and plantation activities, introduction of live fencing, sand dune fixation, fuelwood conservation, and resource/land use survey were some successful components. Large-scale woodlots and block and strip planting on public land were less successful because of harsh climate, poor species selection, poor government management, and the uncertainty of woodlot ownership.

Attempts to strengthen the National Range Agency, and training and study tours organized by PVOs for junior and mid-level staff, were positive. Lessons learned include: local circumstances (climate and land tenure) needs to be integrated into the project design, sufficient time need be programmed to achieve desired results, sustainability needs to be in sight, and expatriate specialists should have appropriate technical background in dry land/arid zone forestry management.

135. USAID. 1988. Environment and natural resources. A.I.D. Policy Paper. United States Agency for International Development, Washington, D.C., 12 pp.

USAID's environmental and natural resource policies address rapid population growth, extreme poverty, inequitable access to land and other resources, pollution of the air and water, soil toxicity and erosion, short-sighted economic policies, and economic and political instability, which are fundamental threats to the environment, as well as the more immediate consequences of environmental degradation. The Agency's central environmental objective is to promote environmentally sound, long-term economic growth by assisting developing countries to conserve and protect the environment and manage their exploited resources for sustainable yields.

USAID's assistance will continue to focus on three broad environmental program areas: sustainable production, maintaining natural ecosystems, and meeting human needs by improving environmental quality. The strategic focus and program mix will depend from country to country based on local conditions, needs, and areas of greatest opportunity. Agency programs in environment and natural resources are implemented in collaboration with other U.S. and international agencies and organizations,

including NGOs, PVOs, private enterprises, U.S. universities, the Peace Corps, and U.S. Government technical agencies.

136. USAID. 1988. The effectiveness of private voluntary organizations. Advisory Committee on Voluntary Foreign Aid 1988 Report. United States Agency for International Development, Washington, D.C., 36 pp.

The report deals with the institutional effectiveness of PVOs, especially those PVOs whose principal concern is with economic and social development in the Third World. PVOs have been active in overseas humanitarian work for more than a century, and provide an important complement to U.S. foreign aid efforts because of their direct links to local private and governmental institutions and leaders in the developing world.

Over the course of time, PVOs have grown in size, nurtured professional staff, and have developed strong leadership skills to design and implement development activities. With the emergence of PVOs as important actors in the today's development scene, their role as agents for development is being re-examined as part of a reassessment of the structure and operation of the U.S. foreign economic assistance effort. While some argue that PVOs have reached a size and degree of sophistication that would permit them to assume a more ambitious role, others think that further institutional strengthening is necessary.

137. USAID. 1987. Natural resources management support. A Project Paper. United States Agency for International Development, Washington, D.C., 70 pp. + annexes.

This paper discusses a project to increase and enhance natural resource management activities in USAID country and regional programs in the Sub-Saharan Africa, and in PVO programs supported by USAID. The project would provide flexible, wide-ranging financial and technical support to help USAID Missions and PVOs plan and implement natural resource management projects and activities. Specific assistance provided would vary according to individual countries' needs and institutional capacities.

The countries targeted under this project are divided into three groups.

In support of the proposed activities, the project is to include: special studies, analyses, and workshops; and improved natural resource management information dissemination. There is a possibility that this project shall be used as a vehicle for managing a program of biological diversity activities, should a special fund be created for that purpose. With or without such a fund, the project would support biological diversity efforts on a level equal to other natural resource management field programs.

138. USAID. 1985. U.S. strategy on the conservation of biological diversity. An Interagency Task Force Report to Congress. United States Agency for International Development, Washington, D.C., 54 pp.

The report draws on the expertise of federal agencies, businesses, universities, private foundations, professional societies, international organizations, independent research centers, and environmental groups to develop a U.S. strategy for conserving biological diversity in developing countries. Since biological diversity is a measure of economic potential as well as genetic wealth, a major conclusion of the Task Force is that provisions for conserving biological diversity must be incorporated into development planning.

The Task Force has organized its recommendations into seven major strategy elements, and a total of sixty-seven recommendations for action are listed. They are grouped into three categories within each of the seven strategy elements: policy and legislative actions, activities to be implemented within presently programmed resources, and longer-term recommendations. With the growing interest among the developing nations in conserving biological diversity, the United States possesses most of the expertise, programs, and planning and management capacities to carry out the Task Force's recommendations.

139. USAID. 1983. Farmers associations and agribusiness development. Final Report. United

States Agency for International Development, Washington, D.C., 7 pp.

Project accomplishments of support to PVO activities aimed at bread bakers, beekeepers, fishing associations, poultry producer cooperatives, sugarcane production and processing cooperatives, and weaving and woodcarving enterprises in Ghana are reviewed. Two U.S. and five Ghanaian PVOs/NGOs received assistance to procure commodities, provide technical assistance, and sponsor participant training activities in rural development. Deterioration of the Ghanaian economy, organizational deficiencies on the part of Ghanaian PVOs, and lack of overhead funds contributed to the project's overall failure and consumed an unreasonable amount of USAID Mission's time in Ghana.

It was learned that local PVOs can be used in promoting rural development, but they also tend not to be cost-effective because of these deficiencies. Therefore, the evaluation recommends that: grants be provided to a well-established U.S.-based PVO which could support eligible indigenous organizations and assist them in writing proposals, documenting, and implementing grants; USAID Mission in Ghana continue to loosely monitor PVO activities to observe the viability of rural development projects assisted; End of Project evaluation not be conducted; and follow-on projects not be considered because of macro-economic constraints.

140. USAID. 1982. A.I.D. partnership in international development with private and voluntary organizations. A.I.D. Policy Paper. United States Agency for International Development, Washington, D.C., 12 pp.

Over the course of years, USAID has developed a variety of forms of PVO support which have provided for expansion of PVO development efforts, and maintenance of PVO independence from reliance on the United States Government financing, through cost-sharing relationships. This development has been in response to the needs of PVOs and the interests of USAID. However, it is recognized by PVOs, the U.S. Congress, and USAID itself, that the partnership has not brought with it clear USAID policy governing its relations with PVOs, nor coherent and consistent

ways in which USAID, in its multiplicity of aspects, deals with PVOs in all their heterogeneity.

USAID's partnership with PVOs has two major dimensions: USAID deals with PVOs both as intermediaries in conducting its programs, and as independent entities in their own right. This conviction has provided the basis for its policy framework which has four broad objectives. The elaborate operational guidelines contained in this paper are derived from this policy framework. The paper also incorporates nine principles and/or requirements for USAID Offices and Missions to ensure effective implementation of its policy objectives.

VanSant, J., see 057

Veit, P.G., see 037, 038

141. Volunteers in Technical Assistance, Inc. 1992. Development of a database of organizations (public, private, NGOs, universities) involved in forestry. Asia Technical Department, Agricultural Division, Land Resources Unit, The World Bank, Washington, D.C.

The database details all private sector companies, universities, research institutions and PVOs/NGOs, worldwide, active in the fields of tropical and/or sub-tropical forestry, and identifies all existing forestry information networks. It lists consultants and professionals working in this field, forestry projects, project results, and ongoing forestry research and development work. The database is available at the World Bank's network system.

Wellard, K., see 002

142. Williams, Aubrey. 1990. "A Growing Role for NGOs in Development." In *Finance and Development*, (December): 31-33. Washington, D.C.: The World Bank.

The article reviews the World Bank's experience in collaborating with NGOs. While NGOs have grown significantly in numbers in the recent years, they are also taking a larger role in development work. Their

influence has grown with the growth in their numbers and in the amounts they disburse. In 1983, Northern NGOs provided grants of some \$3.6 billion (equal to thirteen percent of official development assistance), mostly raised by themselves, to developing countries.

By 1987, such NGOs were providing about \$5.5 billion - nearly \$1 billion more than credits from the International Development Association in 1988. Currently, these NGOs are active both in the developed world and in developing countries in generating funds for development, and in providing other forms of assistance. Though the World Bank primarily works with its member governments, NGOs are increasingly being involved in Bank-financed operations. In 1990, NGOs were collaborating in some fifty Bank-supported projects, the most (nearly twenty) in Africa. This is a substantial increase over the average fifteen projects in the period 1973-87. This experience attempts to provide some answers to relevant questions about NGOs and development.

143. Winterbottom, Robert. 1986. Report on the NGO Mission to Nairobi, Kenya. International Institute for Environment and Development of the World Resources Institute, Washington, D.C., 10 pp. + annexes.

The results of the workshop on 'Expanding the Role of Non-Governmental Organizations in National Forestry Programs in Africa' are summarized. It was the first of the three regional workshops aimed at increasing the involvement of NGOs in the Tropical Forestry Action Plan (TFAP). The workshop intended to: provide a forum for NGOs to comment upon the recommended strategies and priority actions in TFAP; stimulate a dialogue among NGOs; African government representatives and donor agencies on the capabilities and needs of NGOs with respect to their expanded role in forestry; and reach an agreement on follow-up actions within the context of TFAP and Canadian International Development Agency's (CIDA) Africa 2000 initiative, which would increase the contributions of NGOs in forestry. Several recommendations are included in light of the objectives mentioned above. The annexes present a summary of discussions with several NGOs represented at this workshop.

144. Winrock International. 1991. Toward sustainable agriculture in East Africa: Collaboration of NGOs and research institutes in participatory research. A Workshop Proposal. Winrock International Institute for Agricultural Development, Morrilton, Arkansas, 16 pp. + attachments.

Agricultural development efforts have struggled to expand food production in Africa, and have also proved incapable of addressing natural resource management concerns beyond individual farms. Since most natural resources in Africa are devoted to crop and livestock production, it is important to devise and extend strategies that integrate conservation objectives with increased agricultural production.

Improved technologies developed by researchers hold potential, but wider impacts depend on local adaptation in conjunction with improvements to pre-existing agricultural and natural resource management practices, and on developing more extensive and cost-effective extension approaches. Against this backdrop, this workshop aimed at improving adaptive agricultural technologies through participatory research that involves farmers in the technology development process, and institutional collaboration in order to build links between NGOs and agricultural research institutions based on complementary capabilities.

145. World Bank. 1992. List of World Bank-financed projects with potential for NGO involvement. External Affairs Department, The World Bank, Washington, D.C., 34 pp.

This is a list of World Bank-supported projects that are in various stages of the project cycle with a potential for suitable NGO involvement. The list is prepared by the Bank's six Regional Offices: Africa, East Asia and Pacific, South Asia, Europe and Central Asia, Middle East and North Africa, and Latin America and the Caribbean. Within those Regions, project entries are organized by Country Departments. Information concerning staff members who are responsible for these projects at the Bank headquarters are provided, so that interested NGOs can contact the World Bank or their country representatives.

146. World Bank. 1992. Non-governmental organizations in Africa. External Affairs Department, The World Bank, Washington, D.C., 315 pp.

The directory lists several hundreds of NGOs active in many African countries. It includes both indigenous and Western NGOs. The directory provides useful information concerning these organizations, such as address, type of organization, geographical focus, sectorial priorities, organizational mission, and functional areas. An organizational index appears at the beginning of the directory.

147. World Bank. 1991. African non-governmental organizations working in the environmental sector. External Affairs Department, The World Bank, Washington, D.C., 130 pp.

This volume enumerates indigenous and Western NGOs that are engaged in environmental activities in Africa. Organizational information for these NGOs, including address, type of NGO, geographical focus, priorities within the environmental sector, organizational goals, and functional areas are provided country-wise in alphabetical order. An organizational index is provided at the beginning of the directory.

148. World Bank. 1990. National Environmental Action Plans in Africa. Proceedings of the Workshop Organized by the Government of Ireland, the Environmental Institute, University College, Dublin, and the World Bank. Washington, D.C.: The World Bank, 104 pp.

The severity of Africa's development crisis calls for more concerted national action plans in many fields and demands better coordination between these national efforts and the international assistance programs active in five African countries. With the comprehensive nature of Africa's environmental problems being understood, finding effective solutions is of key importance for economic growth and sustainable development.

To focus on these matters, several African countries have initiated broad participatory processes known as

National Environmental Action Plans (NEAPs). These multi-sectoral NEAPs seek to address priority environmental issues for national policy planners and decision-makers. They provide a strategic framework for dealing with required policy and institutional changes, formulate specific investment and technical assistance programs, and serve as effective mechanisms for donor coordination. The first series of NEAPs were initiated in 1987 in Madagascar, Mauritius, and Lesotho. Since then, the participating communities (both in Africa and internationally) have urged the sharing of the experiences on a wider basis. This workshop served that purpose and made several recommendations for strengthening NEAP efforts.

149. WorldWise. 1992. *International Directory of Nongovernmental Organizations*. Sacramento, California: WorldWise and Friends of the Earth, 328 pp. + addendum.

Every year multilateral development banks (MDBs) approve about \$30 billion in loans for development projects. In the past years, these loans have too often funded environmentally, socially, and economically disastrous projects. WorldWise, a U.S. PVO, hopes to assist grassroots groups around the world to change that course. This directory lists more than 1,650 NGOs, most of them interested, if not committed, to MDB reform. They are categorized by organizations in six geographical regions. It also contains relevant organizational information such as address, names of individuals active in the organization, date of incorporation, mission statement, organization type, number of staff, sources of financial support, etc. A key to the annotated directory appears at the end of the volume.

150. WRI. 1985. **Making common cause: A statement and action plan by U.S.-based development, environment, and population NGOs**. World Resources Institute, Washington, D.C., 23 pp.

A communications gap has kept environmental, population, and development assistance groups apart for too long, preventing them from being aware of their common interests and realizing their combined power. In recognition of the fact that poverty, environmental degradation and population growth are

inextricably related, and that none of these fundamental problems can be successfully addressed in isolation, the representatives of these three U.S. PVO communities propose an action plan as a modest start toward a fuller agreement on cooperative efforts in addressing the problems in developing countries. U.S. PVOs also urge similar cooperation with and among NGOs elsewhere in the world.

Yeager, J.A., see 014

Zarafonetis, J., see 021

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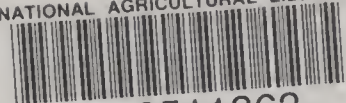
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